

Manzanar National Historic Site

Museum Management Planning Team

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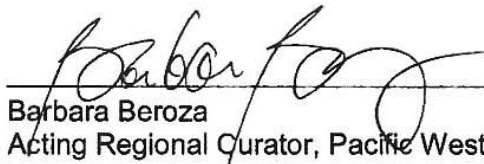
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Manzanar National Historic Site

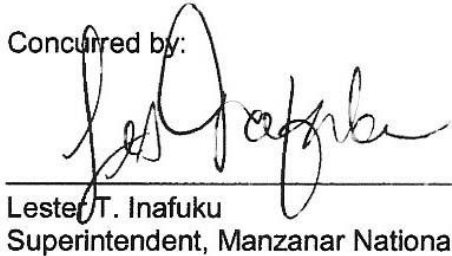
Museum Management Plan

Recommended by:


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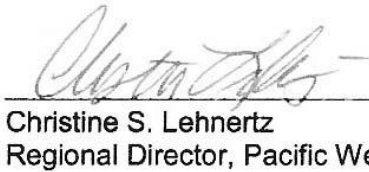
10 April 2012
Date

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Date

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Executive Summary

This Museum Management Plan for the museum and archival collections at Manzanar National Historic Site (MANZ) identifies the key collection management issues facing the park, and presents a series of recommendations to address those issues. This plan was developed by a team of experienced museum and archival collections management professionals working in cooperation with the park management team and staff.

Although the General Management Plan (1996) proposed that the park would accept only limited donation of artifacts, and instead encourage donations to the Eastern California Museum, it soon became clear that the park should have a museum collection. Japanese Americans were interested in their materials being located at the site, and the collection now numbers almost 100,000 mostly archeology and archives items (see Table 1, page 36). All indications suggest it will continue to grow.

These collections are located at Death Valley National Park (Cow Creek Museum Collections Facility) and the Western Archeological and Conservation Center (WACC) in Tucson. Some items are on display for park visitors at the Interpretive Center located in the historic auditorium-gymnasium building at Manzanar. Block 14, adjacent to the auditorium, has been designated as the park's demonstration block. A World War II-era mess hall was moved onto Block 14 in 2002 and has been restored. Barracks buildings 1 and 8 were reconstructed on Block 14 in 2010. Architectural drawings are being completed for the men's latrine, women's latrine, laundry room, and ironing room buildings, given the probability that some remaining funding will provide for the reconstruction of one or more of these structures. These buildings will have exhibits, including furnishings and perhaps original objects, if suitable and secure exhibit cases can be found.

The oral history program, a critical component in the documentation and preservation of the stories of Manzanar, is extremely active and will be continuing for at least the next five years. The integration of the recordings and related documentation into the park archives is an important part of the museum workload. This activity needs to be documented in written park policies, which are not yet formulated.

This plan proposes that collections be consolidated at Manzanar, perhaps in one or more reconstructed buildings that, from the outside, appear to be historic but

will be state of the art museum facilities inside. In the interim, until further plans are developed at MANZ, archeological collections will be moved from WACC to Death Valley.

This plan proposes that the park create a full museum program. This is based on discussions with park staff and their understanding of what park constituents expect. The collections help preserve and interpret this story of one of America's less noble actions. By preserving the past, we can continue to learn from it.

Key Recommendations

Key recommendations are listed here, while additional and more detailed recommendations follow the discussion section of each issue of this plan.

- Request an update or addendum to the current General Management Plan to address the proposal in this plan for the change in location of the museum collections and the continued collecting of materials.
- Continue to update PMIS statements regarding facilities at MANZ to address construction of a museum facility for the park and other museum needs.
- Write OFS statements to address staffing needs both for the interim and long-term.
- Revise the Scope of Collection Statement.
- Develop an administrative history; survey park offices and identify records for inclusion in the park archives.
- Develop written guidelines for the oral history program from initial contact to transfer to the park archives.

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List of Illustrations

Front cover Manzanar Monument after a rare snowfall, 2008. Photograph by Mark Hachtman. Monument's inscription reads, "Soul Consoling Tower" Manzanar Relocation Center, California.

Front cover inside Manzanar woodblock print on rice paper by Hideo Kobashigawa, 1944. This print was signed by members of the Manzanar Senji Shishū-bu, the Manzanar Wartime Poetry Club, on February 20, 1944. MANZ 7545

Figure 1, page 10 Exterior of the historic mess hall which was moved back to the Manzanar site.

Figure 2, page 10 Located in the visitor center, this memorial exhibit includes all the names of the Japanese Americans interned at Manzanar.

Figure 3, page 16 Exhibit shows life in the communities from which the Japanese Americans came.

Figure 4, page 24 This Art Deco child's dressing table was made by Shigemi Naito at Manzanar War Relocation Center, California sometime between 1943 and 1945. It reflects the predominant trend in industrial design of the 1920s and 1930s. Using bold lines and geometric shapes, Art Deco represented the ultramodern aesthetics of New York, Chicago, San Francisco, and Los Angeles. MANZ 4630.

Figure 5, page 42 "JAPS KEEP MOVING This is A White Man's Neighborhood" depicts a photograph of a sign in front of a store in Los Angeles after the bombing of Pearl Harbor.

Figure 6, page 42 Overall view of the exhibit area in the visitor center with a replica of a Guard Tower in the background.

Figure 7, page 56 Manzanar National Historical Park Interpretive Center is located within the historic auditorium/gymnasium. This is one of only three historic buildings from the camp era that is on its original location.

Figure 8, page 66 Fishing exhibit displays the equipment Jiro Matsuyama purchased from Sears and Roebuck while interned at Manzanar.

Figure 9, page 86 Children's toys are on exhibit in the Interpretive Center.

Back cover inside Entrance to Manzanar, Manzanar Relocation Center, California. Photograph by Ansel Adams, Manzanar War Relocation Center photographs, Library of Congress. CA 1942. Original neg. no.: LC-A351-3-M-28.

Back cover Manzanar street scene with clouds, Manzanar Relocation Center, California. Photograph by Ansel Adams, Manzanar War Relocation Center photographs, Library of Congress. Ca 1942. Original neg. no.: LC-A351-3-M-26.

Table 1, page 36 Location of park museum collections based on 2009 numbers

Park Mission Statement

Manzanar National Historic Site preserves the stories and resources of Manzanar for past, present, and future generations. The site facilitates experiences that weave the stories of the various eras of Manzanar faithfully, completely, and accurately. Manzanar provides leadership for the protection and interpretation of associated sites. From this foundation, the park stimulates dialog and greater understanding of civil rights, democracy, and freedom.



Figure 1 Exterior of the historic mess hall which was moved back to the Manzanar site.



Figure 2 Located in the visitor center, this memorial exhibit includes all the names of the Japanese Americans interned at Manzanar.

Introduction

Within the Pacific West Region, the Museum Management Plan (MMP) replaces the Collection Management Plan (CMP) referred to in National Park Service publications such as the *Outline for Planning Requirements, DO#28: Cultural Resource Management*, and the *NPS Museum Handbook*. Whereas the CMP process generally concentrates on the technical aspects of archival and museum operations, the MMP recognizes that specific directions for these technical aspects already exist in the *NPS Museum Handbook* series.

The MMP does not duplicate that information. Instead it places archival and museum operations in a holistic context within park operations by focusing on how collections may be used by park staff to support specific park goals. This plan recognizes that there are many different ways in which archives, libraries, and museum collections may be organized, linked, and used within individual parks, and as a result provides park-specific advice on how this may be accomplished within this specific unit. Where necessary, material found in the *NPS Museum Handbook* or *Conserve-O-Gram* series will be referenced in the text, and where required, technical recommendations not covered will appear as appendices to this plan.

The National Historic Landmark nomination statement of significance provides context for the site's role in American history:

On February 19, 1942, President Franklin D. Roosevelt signed Executive Order 9066, authorizing the Secretary of War to exclude citizens and aliens from certain designated areas as a security measure against sabotage and espionage. As a result, 110,000 persons of Japanese descent, most of them American citizens, were forcibly removed from their homes in California, Oregon, Washington, and Alaska, and transported to permanent camps far from the Pacific Coast. Manzanar was the first of these camps. Here, in the desert of the Owens Valley, ten thousand people were herded into barracks without being accused of any crime or given any hearing or trial. The camp closed on November 21, 1945.

Beginning in 1969, Japanese Americans and others began returning to the site for annual pilgrimages, and the Manzanar Committee, a nonprofit educational organization, was established. Sponsored by this group, the pilgrimages are held on the last Saturday of every April. Former internees, their families, friends, and a

growing number of young people gather at the Manzanar cemetery to remember, to honor, and to carry the lessons of this experience into the future.

For the next three decades, the Manzanar Committee led the movement to have Manzanar recognized and preserved. In 1972, the site was designated a California Registered Historical Landmark and in 1985, a National Historic Landmark. Manzanar National Historic Site was established by PL 102-248 on March 3, 1992. The legislation states that the site is intended to “provide for protection and interpretation of historical, cultural, and natural resources associated with the relocation of Japanese Americans during World War II...”

Although the museum collections focus on the Manzanar War Relocation Center era, the park also preserves and interprets the history of the people who came before. Archeological collections and other items document and celebrate all eras of park history:

- American Indians began using the valley almost 10,000 years ago. About 1,500 years ago the Owens Valley Paiute established settlements here. They hunted, fished, collected pine nuts, and practiced a form of irrigated agriculture.
- Miners and ranchers moved into Owens Valley in the 1860s, destroying the natural resources the Paiute depended on, and disrupting their economy. Conflicts between the Paiute and the new arrivals were settled by the U.S. military, which forcibly relocated nearly 1,000 Owens Valley Paiute to Fort Tejon in 1863. Many Paiute later returned to Owens Valley to work on local ranches.
- The town of Manzanar—the Spanish word for “apple orchard”—was developed as an agricultural settlement beginning in 1910. Farmers grew apples, pears, peaches, potatoes, and alfalfa on several thousand acres surrounding the town.
- The Los Angeles Department of Water and Power began acquiring water rights in the valley in 1905 and completed the Los Angeles Aqueduct in 1913. Land buyouts continued in the 1920s, and by 1929 Los Angeles owned all of Manzanar’s land and water rights. Within five years, the town was abandoned.

The museum collection contains almost 100,000 items (see Table 1, page 36); however, a number of unaccessioned collections held by the park will increase that number. The oral history program is vibrant and on-going, and will continue for at least five more years; the recordings and related materials will be added to the archives collections. Archeological excavations uncovering gardens, sites, and

structures will continue to add artifacts and documents. As the Japanese Americans search for appropriate places to preserve and protect their camp-related belongings, Manzanar will provide a safe home for them. The park collection will grow as these programs continue.

During the team's visit to Manzanar, they learned about a museum in the camp called the Visual Education Museum. As noted in Harlan D. Unrau's *The Evacuation and Relocation of Persons of Japanese Ancestry During World War II: A Historical Study of the Manzanar War Relocation Center, Historic Resource Study/Special History Study, Volume 1-11*:

After nearly five months of preparation, the visual education museum in Block 8, Building 15 was opened to the public on December 5, 1942... The director of the museum was Kiyotsugu Tsuchiya, who had served as curator of a Chicago museum prior to the evacuation. Although the evacuees did not initially attend exhibits in large numbers, special exhibits were scheduled twice a month and by mid-1943 attracted from 2,000 to 4,000 visitors. People who visited the camp from the outside often included a trip to the museum as part of their visit. The variety and type of exhibits that were shown during the 2 1/2-year operation of the museum until it closed on May 29, 1945, included: flower arrangement display, fine arts exhibit, progress in transportation, wartime rationing, Youth Week, thrift (effort to stress importance of more conservative standard of expenditure as many evacuees were rapidly using up their savings), photography, Hollywood movie studios, chrysanthemum show, arts and crafts, hobbies, doll show, Education Week, embroidery and woodcraft, and Relocation Week. Many of the exhibits featured arts and crafts prepared by evacuees in the Center.

In some ways the establishment of Manzanar National Historic Site and its museum collection has come full circle. The Interpretive Center, the Mess Hall, and the Barracks are the first recreations of the park for telling this important story. The construction of a facility to house the museum and archival collections, the park library, and a studio in which to perform oral histories will provide a place to preserve and protect these important stories. In 2010 the NPS developed a "Virtual Museum" highlighting more than 200 items from Manzanar National Historic Site's museum collection. In addition to artifacts, artwork, documents, and photos, the Virtual Museum includes a virtual tour, oral history interview clips, photo slideshows, and "Teaching With Museum Collections" lesson plans: (<http://www.nps.gov/history/museum/exhibits/manz/index.html>).

As Manzanar National Historic Site preserves and commemorates the recent past, visiting the park and the Interpretive Center can be an emotional and uplifting experience. While the team was in the Center in August 2009, a visitor wrote the following in the visitor log:

My grandfather, Gen. John DeWitt, was commander of the western U.S. during the war, and heavily involved in establishing these camps and moving the Japanese Americans to them. I am so sorry. Martha DeWitt

This entry seemed to sum up for the team the reason why they were all here—so that visitors can learn from the past and work toward making this country a better place.

The park staff and the MMP team worked together over the course of the site visit to develop the issue statements contained in this plan. In addition, the team and key park staff met with Jon Klusmire, Museum Services Administrator, and Beth Sennett Porter, Museum Specialist II, Eastern California Museum, County of Inyo, to discuss Manzanar collections and other topics of mutual concern.

Topics addressed meet the specific needs of Manzanar National Historic Site as discussed during those meetings, and thus do not necessarily represent a complete range of collections management concerns. This plan is designed to assist the staff in continuing this process for the next five to seven years.

Members of the MMP team were selected for their ability to address specific needs and concerns of the park. Primary information gathering and the initial draft were developed over a two-week period in August 2009.

The team wishes to thank Superintendent Les Inafuku for the courtesy, consideration, and cooperation extended during this planning effort. His time, efforts, and involvement greatly facilitated the work, and are very much appreciated. The park staff obviously is dedicated and committed to this incredible story and to preservation of park resources, and it is a pleasure to work with such professionals.

Diverse Terminology and Perspectives on the Japanese Americans in the U.S. during WW II

Many different words have been and continue to be used to describe the U.S. government's wartime policy toward Japanese Americans and legal resident aliens of Japanese ancestry; the events through which the policy was implemented; the facilities that provided for implementation; and the impact on affected individuals, families, and communities. Highly charged debates over words and terminology continue to reflect intense passions and diverse perspectives on whether the policy was appropriate and justifiable 60 years ago. To commemorate historic sites such as Manzanar and to fulfill the National Park Service's responsibilities to the public, the National Park Service acknowledges the diversity of perspectives and opinions on the meaning and significance of various words. Instead of selecting certain words or sets of terminology as either "acceptable" or "correct," the National Park Service encourages reflection, education, and discussion about this aspect of American history.

A glossary of words and terms related to the U.S. government's wartime policy toward Japanese Americans and legal resident aliens of Japanese ancestry is available in the *Minidoka Internment National Monument General Management Plan* (MIIN GMP) which can be found at http://www.nps.gov/miin/parkmgmt/upload/07-MIIN_Presentation_Glossary-AcroAbbr-LisofPrep11-06.pdf. It includes terminology used by the government, the media, and various members of the public during World War II, as well as in subsequent and contemporary debates and discussions.

The preparers of this Museum Management Plan acknowledge that certain words and terms have been used by various individuals, groups, and the government itself for diverse ideological purposes, such as denying the negative results of policy implementation, minimizing the impacts, or exaggerating its consequences. Among the words included in the glossary are: evacuation, exclusion, detention, incarceration, internment, and relocation that have been used to describe the event of forcefully removing people from their homes and communities. The people themselves have been referred to with words such as evacuees, detainees, inmates, internees, nonaliens, and prisoners. Also, the people have been referred to as Japanese, Japanese Americans, Japanese legal resident aliens, Nikkei, and by their

generation in the United States—Issei (first generation) and Nisei (second generation). Finally, the facilities used to implement the policy have been called assembly centers, camps, concentration camps, incarceration camps, internment camps, prisons, relocation centers, and War Relocation Centers. This document uses some of these words, depending on the specific context and the sources used and cited. However, for the purposes of this Museum Management Plan, the National Park Service uses the following words most consistently: internment, internee, camp, and Manzanar War Relocation Center. We acknowledge that readers may not always agree with the use of certain words in specific contexts. [adapted from MIIN GMP].

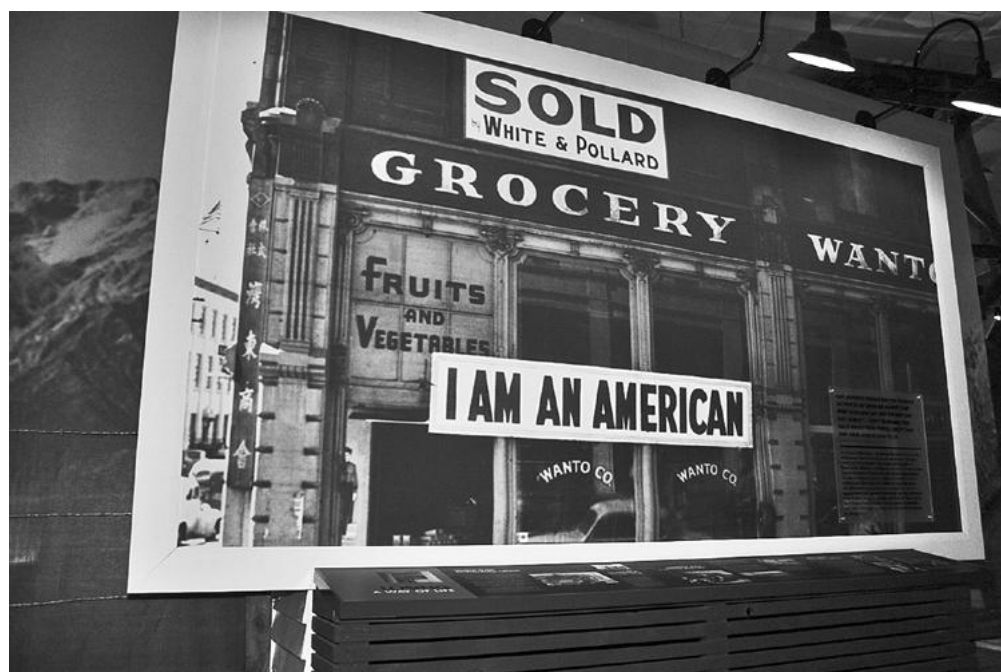


Figure 3 Exhibit shows life in the communities from which the Japanese Americans came.

A Brief History of Manzanar Museum Collections

Manzanar National Historic Site is one of several sites of conscience within the National Park Service. The park's unique and meaningful museum collection includes artifacts, archives, oral histories, and other materials that help document, illustrate, and "bear witness" to past struggles for justice and human and constitutional rights.

Some of these materials are currently owned, maintained, or created by the National Park Service; additional collections, especially those collected prior to the establishment of Manzanar National Historic Site in 1992, are located in other museums and in private collections. Manzanar-related artifacts, archives, and associated records in other repositories should be located, documented, and cross-referenced. These collections yield important information and support the resource management and interpretive goals and objectives for the park.

What follows is a list of Manzanar museum collections based on the park's current Scope of Collection Statement (SOCS), followed by a brief historical overview of the Manzanar site in support of these collection themes.

- World War II War Relocation Center history, with an emphasis on Manzanar
- Japanese American history
- Internment of other nationalities
- Constitutional and human rights
- Owens Valley Paiute history
- Pioneer settlement history
- Water use history
- Representative samples of original fabric removed from remaining Manzanar historic structures and features
- Historic artwork, models, dioramas created during the War Relocation era
- Historic furnishings
- Memorials, plaques, and other commemorative objects
- Cemetery and memorial offerings

- Contemporary artwork and exhibit material
- Archeological and ethnographic collections collected under NPS permit
- Archival and manuscript collections such as scrapbooks, photographs, film, diaries, oral and video histories, posters or public notices, personal papers and memorabilia, military records, and administrative files
- Resource management records documenting park cultural and natural resource management projects
- Plant and animal voucher specimens collected under NPS permit including plant specimens representing the park's cultural landscape

Owens Valley

Manzanar National Historic Site is located in the arid Owens Valley in eastern California, bounded by the Inyo Mountains to the east, the Sierra Nevada to the west, with the Owens River and the Los Angeles aqueduct flowing north-south just east of the Site. The Valley and surrounding mountain ranges provided abundant resources for the Paiute and Shoshone Indians to make it their homeland since time immemorial. The rock art created by the Owens Valley Paiute attracted the interest of early researchers beginning in 1876 with the Wheeler Expedition. Subsequent ethnographic and archeological surveys and excavations yielded extensive and important museum collections currently held in local, state, and national museums and repositories.

After 1829, Euro American explorers, government surveyors, mining speculators, and ranchers began to visit and settle in Owens Valley. The U.S. Army established Fort Independence in 1862 because of conflicts between early Euro American settlers and Owens Valley Paiute; this ended hostilities and displaced the Paiute, which in turn allowed Euro-American settlements to grow unabated.

In 1902, the newly created U.S. Bureau of Reclamation began to acquire land and water rights in Owens Valley in order to secure irrigation and reclamation needs for expanding agricultural and developmental projects. The city of Los Angeles announced in 1905 plans to build a 230-mile-long aqueduct to supply their growing city with Owens Valley water. Five years later, the Owens Valley Improvement Company established an irrigation colony they called "Manzanar," Spanish for apple orchard. The development consisted of the 160-acre town site, divided into 140 lots for apple orchards and other agricultural needs, as well as residential settlement (MANZ CLR, 2006, p 19).

The City of Los Angeles Department of Water and Power (LADWP) completed

the aqueduct in 1913. In 1922, LADWP resumed purchasing land and water rights in the Owens Valley, including Manzanar in 1924. Some farmers leased their orchards back from the City while others moved away. The City managed the Manzanar orchards until 1932, and the town's last two families left in 1934. The town's buildings were dismantled and either relocated or left to deteriorate; orchards and fields were left uncultivated. On October 6, 1941, two months before Japan's attack on Pearl Harbor, the Inyo County Board of Supervisors passed a resolution at the request of the City of Los Angeles that "all streets, alleys, lanes, etc. in the Town of Manzanar be abandoned." (MANZ CLR, 2006, p. 24).

Manzanar War Relocation Center

However, Manzanar was not abandoned for long. In February 1942, President Roosevelt signed Executive Order 9066 authorizing the Secretary of War to exclude citizens and aliens from certain areas, which ultimately included western Washington and Oregon, all of California, and southern Arizona. The order allowed the United States government to move more than 110,000 men, women, and children from their homes and detain them in ten remote, military-style camps in California, Arizona, Utah, Idaho, Wyoming, Colorado, and Arkansas. Manzanar was the first camp to open and it was initially named the Owens Valley Reception Center in March 1942. It became Manzanar War Relocation Center in June 1942 and would operate until November 1945. In all, a total of 11,070 people were confined at Manzanar.

The U.S. Army leased 6,200 acres at Manzanar from the City of Los Angeles in order to establish the Center. The camp was largely self-sufficient and self-contained and included agricultural plots, water and sewage systems, barracks, mess halls, laundry rooms, recreation halls, latrines, gardens, a hospital, and housing and office for the War Relocation Authority staff and Military Police. Some facilities were used for camp-wide use including schools, stores, work areas, churches, an auditorium and recreation facilities. The entire camp was secured by a 5-strand barbed wire fence, eight guard towers, and a company of Military Police.

Japanese Americans made significant improvements to the camp, both to their own living quarters and to the site itself in order to bring some semblance of beauty and normalcy to their situation. Most notably, they created numerous gardens of various sizes and scope, ranging from small family vegetable and flower plots, to landscaping around various camp structures, to large victory gardens and elaborate parks complete with ponds, streams, gazebos and bridges.

They also resurrected some of the previously abandoned orchards. In addition to gardening, Japanese Americans made beautiful and unique arts and crafts. “The making of arts and crafts in camp was both a physical and emotional necessity for the internees.” (Hirasuna, p. 24). “Left with too many unstructured hours to brood and worry in camp and helpless to alter their fate, internees looked for ways to fill their time. For them, arts and crafts became their escape, their survival, their passion, their link to things of beauty.” (Hirasuna, p. 23).

The extent of making of arts and crafts reached such a level that Japanese Americans created a Visual Education Museum. According to the Historic Resources Study (Unrau, p. 554):

The museum program supervised visual aids rooms in Block 7 established for the use of teachers. In addition, the museum staff sponsored a number of skill and hobby clubs, including a Japanese music study club, mineral club, gem-cutting club, entomology club, and taxidermy club.

After the county health department issued an order preventing the keeping of birds and other animals as pets in the blocks, the museum staff secured permission to keep the animals in a zoo at the edge of the residential area so that the animals would not have to be destroyed. The churches helped finance the construction of shelters for the “accumulation of cages of rabbits, chipmunks, squirrels, chickens, barn owls, and bantam hens.”

The museum completed a recreational park for children equipped with picnic tables and a stone barbecue pit. This park developed “into one of the most beautiful spots in the community.”

The park has an enormous opportunity to expand and professionalize its own museum management program as an extension of the historic camp museum and library program created and promoted by Japanese Americans at Manzanar. These efforts on the part of the park are addressed elsewhere in this plan.

Eastern California Museum

According to Bill Michael, past director of the Eastern California Museum (ECM) located in Independence, CA, “from the earliest days, the entirety of eastern California and western Nevada was viewed as ‘a museum’.” (Lynch & Michael, 2008).

Early in 1928 rapid changes occurring in Owens Valley forced a realization that much historical data and material concerning Inyo County

would soon be lost unless means of preserving them were found. At the same time, a group of young men and women were interested in collecting and documenting the remains of Indian culture, locating and photographing their petroglyphs and in any way possible recreating the history of a partly vanished way of life. Their plan was that a museum be created to exhibit these varied collections. This resulted in the formation of the Eastern California Museum Association with departments of history, geology, botany, mineralogy, and Indian anthropology, which was to collect, house, protect, preserve, and classify objects and natural landmarks of historic and scientific interest found in Eastern California and adjacent fields. (<http://www.inyocounty.us/ecmuseum/ecmdhist.htm>).

The ECM's Collections Management Policy (1988), states that the purpose of the ECM is to: "...collect, preserve, study, and interpret the cultural history and resources of Inyo County."

The bulk of Manzanar-related materials at ECM consists of the Shiro and Mary Kageyama Nomura Collection, which is permanently displayed at the museum.

"In the early 1970s, ECM Director Henry Raub invited Shiro Nomura and his wife Mary to create a Manzanar exhibit at ECM after they asked why the museum had only one photograph of the Manzanar War Relocation Center on display. Shi and Mary's exhibit is still on display at ECM as originally created by Shi and Mary" (Lynch & Michael, 2008).

Ever since then, ECM has maintained an excellent Manzanar reference library and has played a key role in preserving, interpreting, and collecting artifacts, oral histories, historic images and archives associated with the Manzanar story. Other ECM collections include Paiute/Shoshone ethnographic material, homesteading and ranching items, mining and industry artifacts, and archival material relevant to the history of Owens Valley and Inyo County.

Manzanar National Historic Site

The park's museum collection began in 1992 when a small collection of historic artifacts were returned to the park by a visitor and accessioned into the park's collection and stored at Death Valley National Park (DEVA). The collection has grown to include donations of historic artifacts and archives and field collections of surface finds from the park. Authorized archeological surveys conducted by the Western Archeological and Conservation Center (WACC) commenced in 1993 and since 1994 these collections have been accessioned into the park collection and stored at the WACC.

The park's museum collections are currently managed by the DEVA curator, the park's collateral-duty-curator interpretive park ranger, and WACC museum staff.

Since 1992, the park and ECM have worked cooperatively in interpreting the stories of Manzanar. Cooperative efforts include research and oral history compilations, interpretive planning and programs for the park, and exhibition of ECM museum collections on loan to the park. This effort was formalized through a cooperative agreement signed in May 2002. Although this agreement expired in May of 2007, the park and ECM continue to work collaboratively on these efforts and will seek to update the formal agreement.

Manzanar Museum Collections Located Outside Owens Valley

Artifacts, specimens, and archives housed in other repositories outside the Owens Valley should be located, documented, and cross-referenced in order to further scholarly research, support park resource management and interpretive goals and objectives, and provide a comprehensive "virtual Manzanar museum collection." The following list of references and repositories should be consulted in such an effort.

Archeological Collections and Records

Reference to objects and records associated with past archeological efforts at Manzanar can be found in Jeffery F. Burton's *Three Farewells to Manzanar: The Archeology of Manzanar National Historic Site, California*, 2001. See Volume 1, page 180:

Records searches located at:

- Eastern Information Center of the CA Historic Resources Information; System located at the University of CA, Riverside
- CA State Parks
- CALTRANS
- BLM (Bishop Resource Area Office)
- Inyo National Forest Office
- Inyo County Courthouse
- University of CA Los Angeles
- University of Arizona at Tucson, AZ

Blueprints and photos located at:

- National Archives in Washington D.C

Collections and records at Eastern California Museum

LADWP collections including:

- plat maps
- photograph albums (photos of every structure owned by LADWP as of 1929)
- aerial photographs
- land assessments (includes 1929 plat maps showing roads, fences, pipelines, power lines, previous land ownership and major crop types)

Historic Collections, Archives, and Manuscripts

Extensive information and collections regarding Manzanar historic objects, archives, and manuscripts can be found in the following references and repositories (this is not a complete list):

- Arthur A. Hansen and et al. *An Annotated Bibliography for Manzanar National Historic Site*. 1995.
- Delphine Hirasuna's *The Art of Gaman: Arts and Crafts from the Japanese American Internment Camps During World War II, Along With an Historical Overview of the Camps*. 2005.
- National Park Service's Cultural Landscape Report: Manzanar National Historic Site. 2006.
- Eastern California Museum
- Japanese American National Museum
- Japanese American Archival Collection, Department of Special Collections and University Archives, California State University, Sacramento
- Japanese American History Archives
- Japanese American Museum of San Jose
- National Japanese American Historical Society
- National Park Service: Minidoka National Historic Site
- Densho – The Japanese American Legacy Project (<http://www.densho.org/densho.asp>)
- National Archives
- Library of Congress
- Bancroft Library at the University of California, Berkeley

- California State University Fullerton Center for Oral and Public History

Natural History Collections, Specimens, and Records

At the time of writing this plan, information regarding natural history collections was not located. This data gap requires further research.



Figure 4 This Art Deco child's dressing table was made by Shigemi Naito at Manzanar War Relocation Center, California, sometime between 1943 and 1945. It reflects the predominant trend in industrial design of the 1920s and 1930s. Using bold lines and geometric shapes, Art Deco represented the ultramodern aesthetics of New York, Chicago, San Francisco, and Los Angeles.

Museum Management Philosophy

The basic principles for managing museum collections in national parks are not always well understood. Park managers, resource managers, and interpreters are often too busy with their specialties and daily work to fully consider the concepts and logistics governing collections management. It is easy for parks to fall short of developing a sound museum management program and, as a result, not realize the full benefit and value from their collections.

This section provides the following background information about museum collections:

- The purpose of museum collections
- How museum collections represent a park's resources
- Determining where to locate museum collections
- Establishing access, use, and management policies for museum collections
- Professionalism in collections management
- Determining the content of museum collections

Purpose of Museum Collections within National Parks

Museum collections always contain objects and specimens, and most parks administer their own museum archives and operate their own libraries. These functions are necessary to support the work of the organization as a whole. These resources—archives, collections, and libraries—are to be accessible to the staff and public, but on a controlled basis.

Within national parks, museum collections (including archives) serve four basic functions:

- **Documentation of resources** - Park collections should serve as documentation of the physical and cultural resources of the park as well as the history of the park's efforts to preserve and protect those resources.
- **Physical preservation and protection of resources** - Park collections should help preserve and protect a park's resources, not only by keeping the specimens and collections made to document the resources, but also by preserving information about the individual items and the resource as a whole. This is central to the management of both natural and cultural material.
- **Research** - During documentation of collections, a park performs research to provide the background information used in cataloging. The park is also

responsible for making this information available to legitimate research, which can itself lead to new discoveries about an individual item, or the park as a whole.

- **Public programs** - The park is responsible for using its collections to provide information to the public. Exhibits, publications, and interpretative programs are traditional means of supplying public information. New technology has led to other communication methods, including electronic access through web sites and online databases.

How Collections Represent a Park's Resources

A park's museum, library, and archival collections provide different perspectives on its resources:

- Museum collections, which contain three-dimensional objects and specimens, should represent the resources within the park boundaries. Examples of museum collections include: artifacts from archeological activities; specimens and resulting reports from resource management projects; and paint samples and building fragments from restoration of historic structures.
- The park museum archives should contain files, manuscripts, maps, building plans, and photos that document the history of the area and park development and the management of park resources. Individual collections within the archives should further document the activities that created portions of the museum collections. Examples of park archives include: originals or copies of field journals and maps created while collecting botanical specimens; historic photographs and photographs performed during historic structure work; maps and as-built drawings made during utility installation; and property, land, and water use agreements that document past acquisition and use of park lands.
- The park library should contain both published literature and less formal reports and documents relative to the park's resources and their management. Examples might include: general literature concerning local history, flora, and fauna; specialized scientific studies relative to biota and archeological resources found in the park; circulating copies of all park specific planning documents; and trade, craft, and professional journals that park staff need to remain current in their field.

Determining where to Locate Park Collections

The *NPS Museum Handbook* should be used as a guideline for identifying locations for branch or satellite park collections, and establishing methodologies for their documentation, organization, storage, and use.

It is often most effective if collections are located centrally, since this promotes efficient use of space, particularly in terms of combining preparation and work areas. However, it may also be efficient operationally to split the collections among potential users (for example, the herbarium and insect collection going to separate branches for storage and use).

Branch or satellite collections are possible as long as proper preservation and security conditions are met, and the requisite work areas necessary for management and use are provided. Overall responsibility for documentation, preservation, and reporting should, however, remain vested in one curatorial lead position, no matter where branch collections are located.

Establishing Access, Use, and Management Policies

Access, use, and management policies define who, both staff and public, can access the collections, what types of use are possible and under what conditions, and how the collections should be managed. Desired outcomes or products should be identified as well—for example, the type of services that are expected from the collections. Some examples might include production of over-lays for buried utilities; production of CDs containing research done at the park; liberal access to botanical specimens for comparative studies; and inter-library loan services. Samples of access, use, and management policies may be obtained from the lead curator.

The park may wish to consider the use of focus group exercises or set up a museum program advisory group to develop a number of park-specific documents, including a Role and Function Statement, for the combined collections. These would clearly state who is responsible for the development of a joint resource and how it will function to serve park-wide goals. Access and use policies should be defined and implemented, and responsibilities for development, documentation, and management of the resource should be defined in a formal position description and associated performance standards. These objectives must be fully defined in writing if they are to be accomplished in fact.

Professionalism

The management of archival, museum, and library collections requires the application of three different management philosophies and technological approaches. These disciplines each have two components: technical and philosophical. It is possible to be proficient in either one of these components without being fully functional in the other.

The primary difference between the technical and the philosophical lies not only in understanding how to apply the technology, but being able to determine when, why, and which technologies need to be applied in any given situation. This distinction and ability can be called “professionalism,” and, like connoisseurship, it can be an elusive, difficult thing to define—probably because most practitioners of the curatorial craft possess varying degrees of facility with both the technological and philosophical aspects of the work.

Professionalism needs to be practiced and exercised to develop properly. It is better fostered by mentoring, particularly in the early stages, for professionalism is difficult to develop in isolation— it takes fairly intimate association with a range of others of the craft, so that the developing professional personality has a healthy range of philosophy, opinion, and action to model. Professionalism needs to be maintained in much the same manner.

In the National Park Service, the management of park archives was added to the park curator’s portfolio in the mid-1980s, and increasingly park curators also manage the individual park’s library program and in some cases the park’s records management program. However, the NPS also has archivist positions, a related but specialized profession that are providing more guidance and management of park museum archives either at their home parks or through agreement with other parks with such a need. This accretion of complex duties has to some extent resulted from the overall loss of permanent positions with the Service, and particularly within the parks. These factors are not likely to improve in the foreseeable future, so park management must ensure that each position is filled with the best qualified candidate available.

The professional series and journeyman level for the position of park curator is GS-1015-11 and for the archivist is GS-1420-11. The GS-1016 (museum) or GS-1421 (archives) series is the technician or specialist series, which is not expected to operate independent of professional oversight. A GS-1015-11 or GS-1420-11 is required by qualification standards, service, and regional policy to independently manage a museum program and administer museum program funds. Parks that do not have such a position on staff need to provide this oversight through the use of an agreement for a curator-of-record.

Prospective candidates for professional positions should be selected for a combination of factors, including academic study, work experience and subsequent training, membership and activity in professional associations, and remaining current with the professional body of literature. Selection would be best done by a review committee of established professional NPS curators.

Issue A— Museum Program Development

Issue Statement

The establishment of clear Standard Operating Procedures for all facets of museum-related work will ensure that all types of resources are preserved, protected, and available for access and research.

Background

Manzanar NHS is one of relatively few parks in the NPS commemorating a recent event. This necessitates dealing with a living community of people related to the events that took place at the site or commemorated by the site, such as the Vietnam Veterans Memorial and Flight 93 National Memorial. These parks have an additional responsibility, as their staffs are not dealing in abstract or historical facts but with living memories of those connected to the site. As memories are different for each person involved, the challenge to tell the story as correctly as possible is sometimes hard to achieve. The balance between history and memories can sometimes create a huge gap which makes it difficult to produce exhibits and informational documents. A review of the Manzanar GMP shows that many of the people (Japanese Americans, local residents and others) who commented on the plan had conflicting recollections with each other as well as with historic documentation.

As a result, park staff should remember that the various peoples who occupied the lands now within the park—and their families and descendants—may have extremely dissimilar memories, opinions, and priorities concerning park management and operations, including interpretation and education programs. NPS staff must recognize that they have no experience similar to the parties directly involved: they have not been locked up, nor had their rights deprived. They have not lost their homes and businesses, nor had their land taken away. What may appear to be normal or horrendous to the staff may not appear the same way to the occupants of this land and their families. Understanding this premise will help greatly in planning programs and managing the museum collection.

Just as the Manzanar War Relocation Center was built piece by piece, so is the Manzanar National Historic Site. The land has a history of people using what came before them. All the factors that eventually made the camp a habitable place to live should come together to make this a first class park. In the short time the park has existed, the staff has done incredibly well at conducting oral histories,

caring for the records and artifacts generated, excavating the grounds, making park visitors welcome, and telling incredible stories. This “can do” attitude will take the park into its next phases, which will make more information available in more ways to visitors and researchers as well as preserve the grounds, buildings, and collections.

Discussion

The museum management team and MANZ staff recently verified the existence of a Relocation-era visual education museum. This primary documentation, including photographs of the wartime museum, makes a strong case for continuing the museum function at the park and having a museum collection that tells the stories set forth by the legislation. The internees realized the importance of exhibiting the work of the people who lived at the camp and the NPS should follow their lead.

Parallels exist between MANZ and the Vietnam Veterans Memorial. When the Vietnam Veterans Memorial was legislated, there was no thought of associating a museum collection with the Memorial. However, the public had other ideas, and over 100,000 items that they left at the Memorial have been made into a museum collection. It is important to determine whether offerings left at the Manzanar cemetery monument are a contemporary response to the site (such as at the Vietnam Veterans Memorial) or a continuation of tradition that began during the war. Camp-era photographs by Toyo Miyatake clearly show Japanese Americans standing in line to pay homage at the monument with offerings in hand. Apparently, the monument has always been a place to leave offerings, even before Manzanar became a national historic site.

During the annual pilgrimage, visitors leave things at the cemetery monument and at other places around the site, part of their journey of remembrance. Everyday visitors also leave things at the monument. Their reasons are unknown but no less important. Some bring things that are premade and some leave things on the spur of the moment. The park affects people differently and while visitors may not have planned to leave an offering, some are impacted by the experience and choose to leave something behind. As with the Vietnam Veterans Memorial collection, the meaning of objects left at the monument will sometimes not be understood for years. The Scope of Collection Statement (SOCS) should reflect that these offerings were a historic act that is continued today, not only by the Japanese Americans and their descendants, but also by the general public.

The natural history collection section needs to be expanded in the SOCS. The GMP states “Decisions are needed regarding overall natural resource management

goals and actions for the site particularly addressing surface water management, vegetation, and wildlife.”

The cultural landscape of Manzanar changed depending on who occupied the land. The park should have a herbarium of horticultural materials that consists of both historical material plus samples of the plants that the Japanese Americans planted to make the site more livable. This herbarium should also contain samples of the work the arborist is currently doing. Field notes, maps, photographs, and drawings developed during ongoing work as well as that existing from past occupancies should also be placed in the museum collection. Any I&M surveys that are conducted in the park should take into account the cultural component of the park to determine if plants and animals have cultural significance, a relationship to other park themes, and ethnographic use of native plants and animals. Native plants and animals were used by the Owens Valley Paiute; the orchard was planted by settlers, and the locust trees were planted by Japanese Americans. Use of the vegetation by the Japanese Americans should be studied.

Several planning documents, including the GMP and the SOCS, discuss the need for a cooperative agreement between MANZ and the Eastern California Museum (ECM). While an agreement existed during the period of 2002 to 2007, it has expired. The majority of the tasks it called for were never implemented, including a joint storage facility among NPS, ECM, and other agencies. Other tasks, such as referring artifact donations to ECM, have occurred.

The cooperative agreement stated that “Both parties to this Agreement wish to cooperate with one another for their own mutual benefit in the promotion, sponsorship and management of educational, informational, interpretive and research programs on the cultural and natural history of Manzanar for the general benefit of the people of the United States and future generations.”

ECM has important artifacts related to the history of all aspects of Inyo County and the history of Manzanar War Relocation Center. Beginning with Shiro and Mary Nomura’s efforts over more than twenty years to create a Manzanar exhibit and collection, ECM has played an important role in the preservation and interpretation of Manzanar. While the NPS and ECM share constituencies in the local and Japanese American communities, each facility offers visitors unique experiences and each faces unique limitations. ECM is a local county museum with limited funding and staffing. While the non-profit Friends of Eastern California Museum (FECM) provides financial support for some ECM projects, the size and significance of ECM’s collection requires more resources than are available to ECM. NPS and ECM should continue to explore options for mutually-beneficial programs and

projects, drawing on their respective strengths while also acknowledging each institution's challenges.

Objects should be acquired to support the legislation, the management decisions of the park, and the interpretive themes. A determination should be made to find the gaps in the collection, and then decisions made on how to acquire them to fill out missing information and tell its stories. While the Scope of Collection Statement identifies the type of materials that the park can collect, there are prohibitions on how the parks are allowed to collect. Under DO #21 the park can:

- describe the needs of the museum if a potential donor expresses interest;
- respond to questions on how to make a donation;
- request the Friends group to approach a potential donor for the park; and
- describe the needs of the museum to the general public.

Another area of concern for the collection is copyright issues, as they have changed over the years. Gifts to the park of archival and manuscript collections, oral histories, photographs, and other documentation need special consideration. These objects may contain sensitive or legally-restricted material, so release and model forms for these collections are needed as well.

The park and the ECM should consider a new cooperative agreement to formalize their partnership and provide a mechanism for sharing resources. The NPS can help ECM in many ways. By exhibiting their material, such as the painted drywall panels, the park can conserve and exhibit them as opposed to their being stored in an unconditioned outbuilding. The ECM has a wonderful photograph of these panels being painted. The park can also use other opportunities to provide technical support and assist ECM. When the park undertakes certain studies or projects, such as an Emergency Operations Plan, the NPS can offer to provide similar assistance to the ECM.

The GMP recommended a joint museum storage facility be developed offsite to store the ECM, Manzanar, and other agencies' collections. The SOCS says:

In general, donors will be encouraged to donate items to ECM in lieu of increasing the collection at MANZ. However, donors who prefer to have their items go to the NPS will be accommodated. The co-location of items at the proposed joint facility in Independence should address concerns individuals have about donating to either ECM or to MANZ. The collections would then be managed under a joint framework and stored

under the same conditions assuring the highest level of protection for all items, regardless of ownership.

After careful thought and consideration, and due to the special nature of these collections, the team determined that a museum facility is needed on-site at the park (See Issue D). Many Japanese Americans have expressed their desire to have artifacts, including the cemetery monument collection, on-site and available for viewing and research, not stored at Death Valley or WACC.

Manzanar has become a member of the International Coalition of Historic Site Museums of Conscience. It is one of three NPS sites which have joined with seven museums from around the world to promote and strengthen democratic processes and humanitarian principles. The SOS should discuss this important relationship.

A review of the objects on exhibit presented an interesting dilemma. Objects displayed in the “early barracks apartment” which would normally be in the museum collection are considered props. One of the reasons they are displayed this way is that the donors wanted them to be available to the public on exhibit. Discussions centered on whether or not the donors understood what that meant, whether the park had their permission in writing, and what happens if the objects are broken. The resolution to this issue is to determine which are original to the site, then accession, catalog, and photograph them and leave on exhibit. The stories related to the objects as well as donors’ desire to have their objects accessible needs to be documented for both accountability purposes and visitor understanding. Future acquisition of original material for unprotected exhibit purposes should contain a form that the donor signs stating that they want the objects unprotected and that they understand what could happen to them. An exhibit label for visitors needs to explain this unique exhibit so they are respectful of it and don’t mishandle the objects.

Objects both on exhibit and in storage may need conservation work in order to preserve them, make them available for access, or to exhibit them. A Collection Condition Survey of 238 objects from the collection was conducted in 2007. The objects were on display at MANZ, or were in storage at either WACC or at Death Valley National Park (DEVA), and being actively considered for display. Conservation treatments were recommended for 128 objects at a cost of \$81,753. In addition, conservation treatment of nine paintings stored at the Eastern California Museum (ECM) was recommended, at a cost of \$87,612. As the collection continues to grow, additional objects will need to be surveyed.

Recommendations

- Develop a full museum program at the park.
- Establish a natural history collection to document the historic and cultural vegetation of the park.
- Revisit the park policy of referring artifacts to ECM, especially for local history materials. Develop a plan for an on-site museum facility at Manzanar in historically recreated barracks.
- Amend PMIS statement 104654 to include components for funding the conservation of both the NPS and ECM artifacts identified in the 2007 Collection Condition Survey. Determine if Component B is an adequate cost for surveying other objects in the collection.
- Add exhibit props to the museum collection as appropriate.
- Review and make changes to the Scope of Collection Statement in the following areas:

Natural History: Amend to add development of herbarium of horticultural materials that consists of both historical materials, existing plants that the Japanese Americans planted to make the site more desirable, and current work of arborist.

Contemporary artwork and exhibit material: Reword so that it is clear that artifacts cannot be used in an office without special requirements being met.

Surface Finds: Develop collection sheet to be left at visitor center desk for accepting objects left by visitors through surface finds.

Restrictions: Remove Native Hawaiian organizations, Alaskan Native corporations

Offerings: The SOCS should note that the leaving of offerings is a historic act that is continued today by not only the Japanese Americans and their descendants, but the general public.

- Develop park bulletins on “how to donate your artifacts” and “what happens to your artifacts.”
- Pursue partnerships with other organizations that will enable the equitable sharing of information, assistance, resources, and staff.

Issue B— Museum Staffing, Planning, and Programming

Issue Statement

Appropriate staffing, programming, and planning are required for successful management of a well-defined museum program.

Background

Manzanar National Historic Site was established by PL 102-248 on March 3, 1992. The legislation states that the site is intended to “provide for protection and interpretation of historical, cultural, and natural resources associated with the relocation of Japanese Americans during World War II.” The General Management Plan (1996) proposed that the National Park Service enter into an agreement with the Eastern California Museum (ECM) and seek legislative authority and appropriated funds to assist in the development of additional space and facilities at the ECM to house a Manzanar collection. The park would acquire only a limited number of artifacts to provide for permanent exhibits in the interpretive center while encouraging donations of related materials to ECM. The NPS would retain ownership of all archeological collections from the site but they would be housed at an off-site repository.

Although the park did enter into a cooperative agreement with ECM in 2002, it has since expired. The park and museum continue to work cooperatively on many programs and a new cooperative agreement should be explored (see Issue A). The close relationship between ECM and MANZ is represented by a number of examples. Several items on exhibit in the MANZ interpretive center are on loan from the museum, and the Manzanar History Association is affiliated with the Friends of Eastern California Museum. Many sales items for the park are based on ECM collections—for example, postcards and art prints depicting watercolors painted by internees.

In 2004, the Interpretive Center in the historic auditorium-gymnasium building opened. While the exhibit focuses largely on Japanese Americans and World War II, it also features artifacts and interpretation relating to the Owens Valley Paiute, the pre-war town of Manzanar and its fruit orchards, and the Los Angeles Department of Water and Power.

Park collections are stored at Death Valley National Park (DEVA), in the Cow Creek facility, and at the Western Archeological and Conservation Center (WACC). The materials at DEVA comprise most of the donated objects including furniture and other objects made by Japanese Americans, scrapbooks, photograph albums, archives, and personal objects as well as at least one archeological collection. WACC manages archeological collections, some archives and objects, and the personal papers of Sue Kunitomi Embrey (1923-2006), the leading figure in the movement to recognize and preserve Manzanar. About 90 items are on permanent exhibit in the Interpretive Center with two temporary cases displaying seasonal, new objects, or other thematic collections for shorter periods of time.

Almost 100,000 items are currently accessioned into the park's collection. However, the park oral history collections (about 350) and about 35 LF of archives have not been accessioned (see Issue C). In addition, archeological projects continue throughout the park which may lead to more archeological objects and archives. The park hopes to continue collecting oral histories with funding from the Rec Fee (FLREA) program.

Location	Archeology	Ethnology	History	Archives	Biology	Paleontology	Geology	TOTAL
DEVA	982	0	604	2,673	21	0	0	4,280
WACC	41,057	0	29	46,515	0	0	0	87,601
MANZ	33	0	51	0	0	0	0	84
TOTAL	42,072	0	684	49,188	21	0	0	91,965

Table 1 Location of MANZ museum collections as of 2009

In 2009, the park received a base increase (10629B, "Establish Cultural Resource Program"). In October 2010, the superintendent selected a chief of cultural resources, who began January 2011, to manage all cultural resources at the park. No specific museum position is presently at the park. The DEVA museum curator acts as curator-of-record for the park and works with an interpretive park ranger (permanent, subject to furlough, GS-025-09) to manage the collections. In addition, temporary employees of the Manzanar History Association have assisted with photo and archives research and preservation. The park staff is small considering the significance of the site and the size of the program, and many vacancies remain unfilled.

A number of project requests in PMIS are related to the museum program. Appendix B includes all those still valid and not funded. The project request to construct a new curatorial facility (88623) focuses on the partnership with the ECM and others and is no longer the recommended direction (see Issue D). Other specific museum projects have been partially or wholly completed, including

phase one of the collection condition survey and completion of this museum management plan. One project statement is for cataloging the backlog of archeological collections (112573); other cataloging projects have apparently been completed. Several archeological projects indicated that the cataloging of recovered materials was completed as part of the larger project.

Discussion

Although the GMP had proposed that the park not collect much Manzanar material and work more closely with the ECM, for a variety of reasons this did not occur. Many Japanese Americans prefer to have their collections located at the camp where they were interned. The ECM did not have the space, staff, or funding to provide management for collections other than their own. Finally, no legislative initiative was ever completed to construct a facility or provide appropriated funding for ECM.

Instead, the park has acquired materials through donation and field collection and has developed agreements with Death Valley National Park and the Western Archeological and Conservation Center (Tucson, Arizona) to house those materials not on exhibit. Many items are being offered to the park because of a very active oral history program. The *Pacific West Region Museum Collection Curatorial Facility Plan* (2006) and the *Servicewide Park Museum Collection Storage Plan* (2007) proposed some consolidation as well as some collections near Manzanar. This plan proposes some further consolidation and construction of a new facility at the park (see Issue D) for the preservation, protection, use, and access of the collections, perhaps including Manzanar-related materials from the ECM—if ECM wishes.

Although support exists for the museum collections' location at the park, it is a change in direction from the approved GMP. This museum plan proposes changes that will need to be addressed in a new planning document.

Staffing

With a new facility, the park will need additional museum staff. The management of the facility and the collection will need to be under the direction of a permanent, full time, museum curator, GS-1015-11. In addition, given the number of exhibit areas—the Interpretive Center, the Mess hall, the Barracks, and perhaps additional reconstructed buildings—a museum technician would be needed to provide day to day operational work. The completion of a workload analysis (see Appendix A) would identify, in an objective manner, all the work needed for managing the museum collection and documentation. An Operations Formulation

System (OFS) statement should be drafted as a complement to the PMIS statement for a new facility. Funding requested should include staffing, supplies, equipment, and so on, needed to manage the facility as well as maintain the exhibit areas.

In the interim, the park needs additional museum staff to care for the collections on-site, provide accountability for new acquisitions, assist in documentation for the oral history program, provide for museum housekeeping, undertake IPM and environmental monitoring, among other tasks. This could be accomplished in at least two ways:

- Use project funding to enable the on-site collateral-duty curator (park ranger) to devote a greater portion of his schedule to the museum projects noted above (this individual is in a subject-to-furlough position). Until a base increase is received, this position could be a term, which would allow for the use of project funds to complete part of the work. Some operational funds would still need to be available because some of the work is not project in nature. Funds from museum projects, such as Museum Collection Preservation and Protection Program (see below), cultural and exhibit cyclic maintenance, and the oral history project, could be used to cover some of the salary. This would be the preferred alternative as it would provide another person to carry out these duties and build more capacity at the park.
- Since the park ranger who manages the on-site museum collections is in a subject-to-furlough position, project funding could be used to free him to work a portion of his schedule full time on the museum projects mentioned above. This would also free base funding to fill in behind him to cover interpretive duties. The advantage to this alternative is that the current incumbent has a great deal of knowledge, is an extraordinarily organized person, and is enthusiastic about museum and archival work. However, office and work space are needed to support this or any other position identified for the museum program (office and work space at the park are very tight overall).

In either case, additional staff time is needed to manage all the work needed to maintain the collection, provide accountability and access, and coordinate with the park's curator-of-record at Death Valley.

Funding Sources

At the time of the MMP team's site visit, the park already had a number of project statements in PMIS which pertained to museum collections management. While at the park, the team developed a number of additional PMIS project statements

(see Appendix B), many of which the park subsequently submitted. Additional PMIS statements are needed to address all the potential needs of the collection. Throughout this plan suggestions for additional PMIS statements are made; these are consolidated in Appendix C with suggested fund sources and cost estimates. Taken as a whole, the museum project statements should support a five-year program for the preservation, protection, and access of museum collections.

Museum needs are funded through the Cultural Resource Preservation Program (ONPS-Cultural) and Cyclic Maintenance (CM). Museum funding sources in the National Park Service are dependent upon several reporting requirements.

The park's needs related to preservation and protection are analyzed through completion of the Checklist for Preservation and Protection of Museum Collections (Checklist) which:

- establishes the standards under which park museum collections are to be maintained and against which a park evaluates itself.
- documents the preservation of the park museum collections at a particular point in time.
- determines the funding needed to bring a museum collection to standard.

It is critical that the park update this document on an annual basis. A carefully completed and updated Checklist is necessary for adequately estimating the needs of the park. Projects that are not identified in a park's Checklist will not be funded, no matter how great the need.

The park cataloging needs are based on the Collection Management Report, so this report must accurately reflect the total museum collection—especially with regard to uncataloged backlog. The distribution of backlog cataloging funds is based on the backlog reported on the Collection Management Report. Funds for cataloging backlog will only be distributed to those parks that show an uncataloged backlog. Other qualified projects include:

- The inventory, evaluation, documentation, research, and stabilization of park-based cultural resources. Oral history is considered a component of research.
- The completion, updating, or maintenance of information listed in Service-wide databases. This includes recataloging inadequately or incorrectly cataloged collections.
- The completion of cultural resource components of resource planning documents.

- The publication of professional reports.
- The preparation of ethnographic studies, administrative histories, special history studies, and topical theme studies.
- The cataloging of museum collections.

ONPS-Cultural can fund many of the cataloging and preservation projects identified through the above reports. Another funding source for museum collections, Cyclic Maintenance, can be used for the conservation of museum objects and preventive conservation measures, such as purchase of museum storage or environmental control equipment. For other needs, the Repair/Rehab program can provide funding for fire suppression systems, replacement/upgrade of environmental control systems, and work on facilities housing museum collections. Finally, the Federal Lands Recreation Enhancement Act (Rec-Fee) program can also be a source of funding for projects related to public access to museum collections.

The National Endowment for the Humanities (NEH), the National Endowment for the Arts (NEA), and other granting agencies and institutions might also provide funding for museum projects. The NPS cannot receive grants directly from NEA and NEH. The NPS can, however, be a full partner with other institutions such as the Eastern California Museum to develop other programs that would further the preservation, protection, and use of the museum collections at the museum and the park. The Manzanar History Association (MHA), the Friends of Manzanar, and the Manzanar Committee might also provide assistance in securing non-federal match or other assistance.

Possible Intern and Student Assistance

If housing could be located, it might be possible to find lower cost staff with professional training to work on specific museum projects at the park. Funding for stipends from the NPS Volunteers-in-Parks could also provide an excellent opportunity for students to work with a premier museum collection and learn about the NPS museum program, while the park museum program benefits from trained people. The NPS also sponsors a Cultural Resources Diversity Internship Program (<http://www.nps.gov/history/crdi/internships/intrn.htm>) for undergraduate and graduate students to explore the cultural resources/historic preservation field. A number of graduate programs may provide interns to do professional-level museum project work under the direction of museum professionals. The American Association of Museums (<http://www.aam-us.org/>) has a list of such accredited programs, and two of them are in the San Francisco Bay Area: John F. Kennedy University and San Francisco State University. The

Western Washington State University has an archives management program as does California State University, San Jose and the University of California, Los Angeles.

The NPS has a cooperative agreement with the National Council for Preservation Education (<http://www.ncpe.us/>) that provides a clearinghouse for interns from appropriate college and university programs for parks. Some parks have been successful in using the Student Conservation Corps (SCA) <http://www.thesca.org/> for museum and archival projects. In addition, the Cooperative Ecosystem Studies Unit (CESU) through the University of California has been successfully used with the San Francisco State University museum program to provide museum studies graduate students to complete projects for other parks in the region and could be used for additional projects at MANZ. The American Institute for Conservation (<http://www.conservation-us.org/>) has a list of conservation programs that could provide conservator trainees for assistance to museums.

Recommendations

- Document the real staffing and support requirements for the collections using a workload analysis system such as that in Appendix A.
- Complete an OFS request for museum staffing and support.
- Update the Checklist to ensure that all deficiencies are noted.
- Revise the park PMIS program using the suggestions in this plan and in Appendix C. Continue to add project statements needed to address the needs of the museum collections.
- Request revision or an addendum to the 1996 GMP to cover the changes proposed by this museum management plan.
- Establish a museum (GS-1015-07/09) position to assist in the management of the museum collection at the park.
- Establish a museum intern/VIP program to educate students about the NPS museum program and complete needed park projects.



Figure 5 “JAPS KEEP MOVING This is A White Man’s Neighborhood” depicts a photograph of a sign in front of a store in Los Angeles after the bombing of Pearl Harbor.



Figure 6 Overall view of the exhibit area in the visitor center with a replica of a Guard Tower base in the background.

Issue C— Archives and Records Management

Issue Statement

Develop standardized procedures for the collection and management of park records and manuscript collections; increase control over those resources; and consolidate park records and archives to improve preservation and access.

Background

The park needs to create protocols to facilitate the collection and transfer of manuscript collections, particularly from the MANZ oral history project to the park archives. It also needs to maintain intellectual and physical control over these resources; to have an archives survey to identify and accession park records into the archives; and to consolidate the currently dispersed archival collections into a single repository.

Archives in the National Park Service provide the basis for both institutional memory as well as history of individual sites. Park libraries typically contain published secondary-source materials, whereas archives contain unique and one-of-a-kind primary source materials related to park resources. Park archives are managed within their respective museum collections and include park records as well as non-park materials that meet the criteria for permanent retention as outlined in *DO#19: Records Management and Records Disposition Schedule*, as well as the park Scope of Collection Statement (SOCS).

Park records are documents, images, databases, maps, and informational resources that are created and used in park operations and administration. Some of these records are permanent, as they have legal, informational, evidential, or intrinsic value, and capture the history of park management found nowhere else. Proper records management is essential to ensure that important permanent records will eventually become archival resources.

Congress established Manzanar National Historic Site by P.L. 102-248 on March 3, 1992 largely due to the efforts of Sue Kunitomi Embrey and the Manzanar Committee. National Park Service managers initiated the MANZ museum collection in 1992 shortly after that. MANZ archival holdings have been managed within the larger MANZ museum program and ultimately should include administrative records, associated field records, resource management records,

and manuscript collections. The Scope of Collection Statement, updated in November of 2007, clearly addresses the issue of archives and their role in the function and interpretation of the site.

The park's 2010 *Collection Management Report* identified no archival back-log. However, during the MMP, the team identified at least 25 linear feet (LF) of records and manuscript collections in a variety of media. These materials should be accessioned into the archives and cataloged. A complete park-wide archives survey needs to be completed, and all potentially archival materials need to be shifted into the curatorial facility for appraisal, accession, processing, and cataloging. In addition, some technical maps, drawings, and documentation should be sent to the Technical Information Center in Denver for microfilming and digitization.

The MANZ archives program faces several challenges, and all are obstacles to the preservation of and access to the archival collections:

- Rapid growth of archival holdings, mainly from an active oral history program that began in 1999 and has greatly expanded with additional funding since 2006
- Lack of a full-time curatorial staff member to oversee transfer, processing, and cataloging of archival collections
- Scattered collections among three locations
- Lack of an on-site curatorial facility with adequate storage, processing and work areas, and dedicated research space

Discussion

Oral History Program

In establishing Manzanar National Historic Site in 1992, Congress charged the National Park Service with the preservation and interpretation of the experience of Japanese Americans and resident aliens interned during World War II. The collection of oral histories at MANZ is critical, and indeed central, to the understanding and interpretation of the site. MANZ staff conducted the first oral history interviews in 1999, and since that time, the program has grown rapidly. Since 2006, the park has received over \$500,000 in oral history funding from a variety of NPS funding sources (CRPP Base, Challenge Cost Share, Rec/Fee). This funding supports two term NPS employees, equipment and supplies, travel, and work through partnerships with DENSHO: The Japanese American Legacy Project and California State University Fullerton.

The oral history program is in great need of written guidelines to steer and coordinate staff through the collection and transfer of oral history interviews and associated manuscript collections to the archives. A guiding document would help assure all critical steps are completed in the oral history interview process and all legal and ethical obligations are met by the NPS (see the Oral History Association Best Practices at http://www.oralhistory.org/?page_id=359&preview=true#best). The oral history videographer has prepared a comprehensive oral history flowchart outlining the necessary steps in the process and it is a very good interim guideline. However, a permanent written protocol will ensure all steps are completed in a timely and consistent manner, and will facilitate transfer of completed oral history project files to the archives. Finally, the oral history project would benefit from the selection of a project lead to oversee implementation of the approved final directive once it is created.

The park has approximately 350 interviews in its collection. The first 100 interviews have been transferred to the curatorial facility at DEVA and should be accessioned into the collection. One catalog number should be assigned to the oral history project and individual donors/narrators assigned an accession number. ICMS Archives Module tracks collections by a single catalog number, but allows unlimited accessions for a single collection. This allows donors or associated materials to be tracked by accession number. Associated manuscript materials donated as a result of the interview should also receive the same donor accession number.

The park should devise a schedule for regular transfer of completed oral history project files to the curatorial facility at DEVA. This could be according to a calendar schedule, as project files are completed, or by some other method convenient for the park. A completed oral history file should contain the following:

- Original interview recording (any media)
- Master copy of interview
- Documentation of interview process (correspondence, pre and post-interview notes, biographical data forms, etc.)
- Transcription (edited and approved by interviewee) printed on archival paper
- Copy of digital transcription file stored on archival gold disc
- Completed release forms
- Donated manuscript materials

- documents, photographs, diaries, etc.
- Deed of Gift
- —OR archival gold disc containing digital files of scanned materials along with hard copies produced using archival paper and ink

Recording technology has changed since the beginning of the project, and many of the early recordings are on cassette and VHS. These recordings should be clearly identified and labeled, and assessed for migration needs. The park should consider digitizing these interviews in the near future to increase access. More recent interviews recorded by digital video should be archived in the following manner:

- The original DVCam recording is the archival copy. This copy should not leave the custody of the NPS and should be placed in secured storage following post-production.
- Two use copies should be created from the master copy, one stored with the collection and the other kept for reference in the park library.

Note: the park should not permit unauthorized duplication of oral history use copies.

The park museum programs do not generally accession materials into their collections without unrestricted transfer of intellectual property rights to the NPS. Transfer of copyright to the NPS allows the interview to enter the public domain and thereby become accessible to a wide audience.

The NPS and DENSHO (<http://www.densho.org>) have a Cooperative Agreement regarding the MANZ oral history program. The non-profit organization greatly assists the park in a shared endeavor to capture the stories of Japanese Americans while also assisting with post-production, transcription, and web accessibility for interviews conducted by MANZ staff. However, the park should ensure the following issues are addressed:

- Ownership and copyright to all oral history interviews completed by DENSHO under contract with the NPS remain with the NPS. All original recordings should ultimately reside in the MANZ museum collection and all copyright should be retained by the NPS.
- As part of the oral history protocol, in negotiation with DENSHO, the park should establish a formal decision making process for selection of interviews to be posted on the DENSHO website.
- In negotiation with DENSHO, the park should devise another means of

transferring interviews to DENSHO for web posting that does not involve sending archival DVCams out of the park before they are accessioned.

Manuscript Collections

Largely as a result of the extremely active oral history program at MANZ, many individuals have donated personal manuscript collections to the park. These manuscript collections consist of photographs, diaries, films, scrapbooks, letters, and other memorabilia. In some cases, donors have given their original materials to the park, conferring both ownership and copyright to the NPS, making their inclusion in the museum archives straightforward. In many cases, however, donors do not wish to give original items and instead have permitted NPS staff to create digital copies of the items.

In principal, collections consisting of scanned original materials should be treated in the same manner as physical collections, and the basic tenets of appraisal and acquisition should be applied. It is only in the preservation and life cycle management of digitally captured information that treatment differs. The park is not using a standard NPS Deed of Gift (DOG) but rather a Photograph/Memoir Rights Form which does not explicitly transfer intellectual property rights to the NPS. If the park deems digital materials to be archival, and they fall within the park's SOCS, then the information should be treated as archival material and only brought into the museum collection with a standard DOG. If a current DOG does not exist, one must be obtained from the donor (or heirs) before the material is accessioned into the collection.

If the park decides not to add the information to the archives collection, or the donor does not wish to relinquish copyright, the digital information can still be used as part of a reference collection. However, maintenance of a reference collection requires monitoring and management to ensure reference files are sequestered and identified as such, and contain basic information on copyright status.

Over 10,000 files (1TB) of images and scanned material have been collected by park staff and stored on the park hard drive; 4,500 of these files have been cataloged in a File Maker database where provenance and metadata have been retained. These digital materials comprise an incredibly rich and significant body of documentation on the history of the site. But the majority of the existing digital files have only limited value as reference materials because they lack provenance, metadata, and clear transfer of copyright.

Steps should be immediately taken to sequester digital materials that have accompanying provenance, metadata, and Permission Agreements from unidentifiable materials. Administrative privileges for these materials should be limited to the collateral duty curator, as many of these materials will be accessioned as individual manuscript collections or as part of the oral history project. The unidentified digital files should be treated as “orphan works” or works where creator/copyright information is not known and should be used as reference files only until further research can be completed. For more information on how to deal with orphan works, see the Society for American Archivists “Best Practices” <http://www.archivists.org/standards/>.

Park staff use a modified Receipt for Property (DI-105) when the park takes temporary custody of manuscript materials for scanning. The park should use the more comprehensive Temporary Receipt for Museum Property (see appendix E), specifically developed for handling of museum collections. This form outlines the responsibilities of both the park and the owner while the material is on loan and allows the park more time to evaluate its inclusion in the museum collection.

Creating and maintaining accurate metadata (data about the data) for the various collections being transferred for evaluation by the collateral duty curator is critical. Without the companion metadata (provenance, date, contents, copyright status, and so on), the value of the collections is diminished and the use of the materials becomes problematic. A protocol should be developed for the digitization of these materials and their ultimate disposition as reference material or for inclusion in the museum archive collection.

With digitally-stored archival information, it is important to keep in mind that the information is archival, not the medium. Digital information should be printed on archival paper with archival ink and a digital back-up copy should be stored on an archival gold disc. To maintain the integrity of the digital information, the park should develop a preservation strategy/schedule to migrate digital data in regular intervals before data become corrupted, or software or hardware become obsolete.

Library

The collateral-duty curator has done an outstanding job establishing and maintaining intellectual control over the majority of information, records, and archival material stored in the library using File Maker software and basic inventories in MS Word and Excel.

Vertical File: With the help of volunteers, including an archives intern, the collateral-duty curator has established a vertical file architecture based upon

pertinent park subjects; the Eastern California Museum (ECM) has adopted an identical system. The team archivist identified some archival material in the library vertical files. The park should seek the assistance of an NPS field archivist to separate these archival materials from the vertical files and place them in the park archives. This could be done as part of a park-wide records survey. A backlog of donated archival materials is stored in eight boxes (12 LF) that need to be appraised and either placed in the vertical files or moved to the archives.

Two resource management collections and two manuscript collections stored in the library should be included in the museum archives collection:

1. Harlan Unrau Collection, 1996 (5 LF)
2. Gordon Chappell Collection (.5 LF)
3. Kirk Mitchell Collection (.5 LF)
4. James Tanaka (.25 LF)

Once that is completed, copies of these files could be placed in the library, if needed.

Copied oral history interviews and records (1.5 LF) conducted by Eastern California Museum are located adjacent to the MANZ oral history files. While not archival, these materials are important reference documents and should be moved into the library and separated from the MANZ oral history files. In addition, other copied oral history interviews and associated records (also 1.5 LF) were completed by Signature Studios in conjunction with Harpers Ferry Center for production of the park's introductory film "Remembering Manzanar." The originals are housed at Harpers Ferry Center. The copies at Manzanar can also be moved into the library for reference.

Records Management

In the last two decades, records management has become a crucial issue at most parks. While the administrative officer is ultimately responsible for official records at the park, no dedicated "records managers" are at the majority of parks, as duties tend to be largely collateral. The administrative officer and the administrative assistant are responsible for the basic management of central files at MANZ, and the records are in very good order. The park will need to continue to clearly delineate responsibility for records management within the park. This will become even more critical for the management of electronic records.

The park will need to be vigilant in safeguarding electronic records. The park should consider designating a team, or individual staff member, to monitor and manage electronic records management issues at the park. Since the bulk of the electronic records are being generated by the oral history project, it would be ideal to have someone involved with that project act as a coordinator. Guidance is available to help the park develop a policy for managing and migrating analog and digital files and databases (with accompanying data and metadata). For the park to be truly effective in this endeavor, all park staff need to receive training, and a commitment from park management. If a system is not created, the costs to retrieve obsolescent technology will be exorbitant and critical data and institutional history will disappear.

The long-term objective for the park should be to focus less on having a designated records manager for the entire park, and more on having individual staff members responsible for their own records. The park should consider hosting a training session on records management by GOGA Archivist/Records Manager Susan Ewing Haley.

While central file coding is still an effective tool for managing administrative records, incorrect coding can lead to erroneous dispositions of potentially permanent records. *Director's Order#19 (DO#19)* has been superseded by a newer version that identifies "resource management records" which are to be archived at the park, as they are critical to ongoing management of the park and its resources. The current version, along with helpful reference material, is available at the Inside NPS website:

<http://inside.nps.gov/waso/custommenu.cfm?lv=4&prg=835&id=7356>

Recently, NPS archivists and records managers have advised parks to begin implementing a "project checklist" approach to managing resource management records (see Appendix F for samples of checklists for different types of projects). Instead of assigning central file codes to documents, the project checklist relies on the creators of project files to keep the project intact and label the files in such a way that they are clearly tied to an over-arching project. If the park is ever in doubt regarding the appraisal of record disposition (whether a record should be retained or disposed), it should consult with an NPS archivist before making a determination.

A brief survey of all park records was conducted as part of the MMP planning process. The team archivist identified records that should be transferred to the park archives, including administrative records and resource management records. These materials are represented in numerous material/type formats, including oral

histories, field notes, drawings, maps, photographic slides, prints, negatives, digital images, reports, computer discs, and manuscripts. The following offices were surveyed, with a brief description of materials at each location.

MANZ Headquarters

Three binders of budget material and correspondence that document the earliest park budget activities (1992-1998) are stored in the office of the administrative officer. These binders contain roughly .25 LF of potential archives. In addition, a full ten-volume set of planning documents pertains to construction of the Interpretive Center/Headquarters. Two other sets are stored at the off-site storage facility; only one set needs to be transferred to the archives.

The active park central files are located in the MANZ headquarters building. Eight linear feet of the most recent files (2004-2009) are stored in two four-drawer wooden filing cabinets outside of the superintendent's office. All files contain NPS alpha-numeric file codes, and dates are arranged chronologically according to code. Potentially 4-6 LF of archival materials are stored in these drawers. An additional eight linear feet of records are stored in two metal two-drawer filing cabinets below the counter in the hallway, across from the administrative officer's office. Most of the folder labels contain central file codes, while some have only general titles and dates (e.g. "Travel FY03"). The records date from 1994-2003. All records should be appraised for disposition.

Facility Managers Office / Maintenance Office

Building files, rolled maps/architectural drawings, project binders, contract completion reports, electronic records, and other materials are in the facility manager's office (6 LF of materials; 3 LF of potential archives). Two boxes of records pertaining to the rehabilitation of the auditorium building in 2002-2003 (2 LF; 1 LF of potential archives), as well as the paper records and maps of the maintenance worker who serves as the park arborist (less than .25 LF of potential archives) are located in the maintenance offices, upstairs from the main exhibit area. Inactive records should be boxed and retained for appraisal; the rolled maps and drawings need to be sent to the Technical Information Center (TIC) in Denver to be digitized and microfilmed. Check the TIC website to determine what materials have already been copied.

Interpretation

Approximately 3 LF of resource management records are located in the chief of interpretation's office, including projects such as the Interpretive Center exhibit planning, design and review, development of the AV programs and publications,

correspondence with Japanese Americans and others, special events, and the oral history project. Inactive files from completed projects should be grouped together by project and held for archival appraisal.

Basement

Three five-drawer flat filing cabinets are in the basement. The majority of the contents are reference materials, but some are archival materials that should be transferred to the archives, as well as some technical maps and drawings that should also go to TIC for scanning and microfilming.

Off-site Storage

Four distinct archival collections are stored off-site at the former MANZ maintenance office/work area located at 436 N. Edwards Street (Hwy 395), Independence, CA.

1. MANZ administrative records, 10 boxes (9.25 LF of archives) - This collection also includes a box of records apparently removed from the central files.
2. California Department of Parks and Recreation - Manzanar Collection, 1979-1984 (1 LF).
3. The Manzanar Advisory Committee (MAC) Collection, 1995-2000 (1 LF of potential archives) - Another .5 LF of cassettes from the same collection are housed in the research library and should be joined.
4. MANZ Maintenance Collection (George Voyta files), 5 LF (3 LF of potential archives).

While currently in good condition, the materials located off-site should be moved into climate controlled and secured storage at the earliest opportunity. The box containing the MAC meeting agendas and cassette recordings should be joined with the MAC collection in the library and moved to the curatorial facility at DEVA to prevent deterioration.

Archeological Collections

Authorized archeological surveys conducted by staff from the Western Archeological and Conservation Center (WACC) commenced in 1993, and since 1994, these collections and associated records have been cataloged and stored at WACC. MANZ continues to have an active archeology program that generates museum collections regularly as part of compliance and research activities. The

records and artifacts produced as a result of these projects have permanent value and should be cataloged and transferred to the MANZ Museum Collection. The park should develop a guideline to facilitate the preparation and cataloging of collections for transfer to the museum collection (see Appendix G for an example of Yosemite National Park’s “Guideline for Transferring Archeological Collections to the Museum”).

Administrative History

MANZ has been administered as a unit of the NPS for twenty years. It is important that the park prioritize a funding request for an initial site administrative history. A current PMIS statement exists for an administrative history document (PMIS #113379), but the funding request should be revised and expanded. According to Pacific West Region Historian David Louter, completion of a professional administrative history would require a three-year project totaling \$150K. The first year of the project would require approximately \$30K for an archives survey, followed by processing and cataloging of the park records. The second year of the project would require \$115K for an historian to conduct oral history interviews, research, and write the document, as well as provide funding for travel costs and oral history transcription. The final year of the project would require \$5K for publication and layout of the document.

Access and Control

Some materials—particularly the MANZ oral history collection—contain sensitive material such as personally identifiable information that should be kept secure until transferred to the archives. The records should be kept in secured storage with only one or two staff members functioning as gatekeepers for the oral history materials. This added level of security will protect personal information and greatly reduce the likelihood of original archival materials being inappropriately removed, misplaced, and/or damaged before materials can be transferred to the archives. Staff should complete a Receipt for Property form whenever copies are sent out of the park for transcription and/or post-production to maintain accountability for their safe return. Staff should ship materials by the quickest and most secure means possible (e.g., Federal Express overnight service).

Consolidation of Archival Collections

The park should look toward consolidating its collections from both WACC and DEVA to an on-site location. Storage of all park museum archives on-site at the park would promote more efficient transfer and management of park records and

archives to the curatorial facility, and save staff time in travel to and from DEVA. It would also alleviate the necessity for MANZ to retain duplicate copies of certain museum records for curatorial management. Also, staff and outside researchers wishing to use the collection would benefit by the concentration of all NPS collections, including library collections, in a single location. Finally, it would honor the wishes of many donors who want to see their donations physically remain in the park—the place where they are most historically significant.

In addition to numerous archeological collections, the Sue Kunitomi Embrey Collection is housed at WACC. Materials from her personal collection relating to the activities of the Manzanar Committee are held by her son, Bruce Embrey, in southern California. It would be to the benefit of MANZ to ask Embrey to clarify his intent. If he shows interest in placing these materials with the NPS, an NPS field archivist could aid MANZ staff with this. Transferring the remaining materials to the park archives would maintain the overall integrity of the collection.

Recommendations

- The park should establish a Standard Operating Procedure for the collection, record keeping, and archiving of oral history interviews. Oral history staff should contact Dr. LuAnn Jones, NPS WASO staff historian and NPS oral history program advisor, to help facilitate the creation of a protocol document.
- The park should consider re-visiting the partnership agreement with DENSHO to ensure both partners are benefiting and that MANZ retains all original oral history recordings and copyright for interviews requisitioned by the NPS to be collected by DENSHO.
- Oral history team members should use the Museum Temporary Receipt for Property form (see Appendix E) in lieu of the form currently in use. If scanned materials are to be included in the archives, a standard Deed of Gift should be completed, transferring intellectual property rights to the NPS.
- Institute a protocol for transfer of records and potential archives to the park collateral-duty curator to preserve metadata and important information on provenance. The use of a Receipt for Property would suffice.
- Sequester all digital image files lacking provenance or metadata currently stored on the park shared drive; maintain current File Maker database separately on exclusive external hard-drive, limiting administrative privileges to museum staff.

- Accession the first 100 oral history interviews into the archives and devise a system for future accretions to the Oral History Collection. Create one catalog record with multiple accessions.
- Provide additional training for the collateral-duty curatorial staff member including NPS archives training, as well as informal archival details, to gain more familiarization with archival procedures and techniques.
- Establish a protocol for the cataloging, transfer, and archiving of artifacts and associated records from park archeological projects (see Appendix G for examples and guidance).
- Shift the Manzanar Advisory Committee Collection located in the off-site storage in Independence, CA, and the Manzanar Library to the curatorial facility at DEVA; accession, process, and catalog the collection.
- Make completion of a park-wide archival survey a priority. This assessment will be instrumental in identifying additional park archives, assessing additional curatorial space needs, and assisting in the completion of a MANZ administrative history.
- Provide records management training for all staff.
- Consider options for consolidating archival collections on-site with adjacency to the Library.



Figure 7 Manzanar National Historical Park Interpretive Center is located within the historic auditorium/gymnasium. This is one of only three historic buildings from the camp era that is on its original location.

Issue D— Museum Facilities

Issue Statement

An integrated museum facility at Manzanar is essential to ensure improved preservation, accountability, growth, and use of the park’s museum collection.

Background

The park’s sole museum facility is the Interpretive Center, which is in the camp’s rehabilitated 1944 auditorium. The building houses both the visitor center and park administrative offices. Museum exhibits are located in the main room of the former auditorium/gymnasium. The majority of the exhibits are related to the removal of Japanese Americans from the West Coast during WWII, the establishment and history of Manzanar War Relocation Center, the other nine camps, and an examination of civil rights and the unconstitutional nature of internment and its relevance to today’s issues. Based on both NPS visitor studies and those of other researchers, the exhibition is immensely meaningful to the visiting public, which numbers 85,000 to 90,000 annually.

Additional proposed museum facilities may be located within one or more reconstructed barracks, as noted below. Currently, all museum collections (excluding archaeology) not on exhibit in the auditorium are in storage at the DEVA Cow Creek Curatorial Facility. The majority of the park’s archaeological collections are housed at the Western Archeological and Conservation Center in Tucson.

Discussion

Auditorium

The Interpretive Center (visitor center) is the park’s only museum facility; it is housed in the camp’s rehabilitated 1944 gymnasium. This multipurpose building, which opened to the public in 2004, includes spaces dedicated to both visitor services and park administration. Public areas (approximately 87% of the total interior) within the 14,000 SF structure include the park’s permanent museum exhibition, a stage sometimes used to host temporary exhibitions, two temporary exhibit cases near the theaters, cooperating association bookstore, two theaters, and restrooms. The 1900 SF north wing houses NPS staff offices.

The major components of the building's HVAC system are located in the mechanical and utility rooms in the lower level beneath the stage. Cooling is provided by an evaporative cooler (large "swamp cooler") with heat recovery, heating by a gas-fired (propane) boiler system, and ventilation by a 33" wheel plenum fan. The system is zoned, allowing for different conditions based on the building's various areas and environmental requirements. Overall control is quite sophisticated, with a computer-based monitoring and management system. Set points are established at 66° F and 75° F; the average temperatures vary between 68° F and 75° F. The HVAC system cycles off at 8:00 p.m. and on again at 5:35 a.m. each morning. The system provides heating and cooling based on human comfort and building/structural requirements rather than the needs of the museum collection. However, sensitive collections on exhibit are primarily exhibited within enclosed cases, providing additional protection from environmental fluctuations.

Museum exhibits in the auditorium focus on the World War II experiences of Japanese Americans—particularly at Manzanar—through a combination of museum collections, photographs, interpretive panels, a recreated barracks, and other media. A large model of the camp, which was created by a dozen Japanese Americans in 2004, provides visitors with an accurate depiction of the extent, composition, and size of Manzanar.

Two small exhibits devoted to the site's original Native American inhabitants and the early 20th century agricultural period are located near the theater, presenting visitors with a more complete examination of Manzanar's extensive human history.

Fifty-nine objects are exhibited in the auditorium. All other items not on exhibit are housed outside the park, due to the lack of an on-site storage facility. MANZ collections in storage are located at either the DEVA Cow Creek Curatorial Facility or the Western Archeological and Conservation Center in Tucson (the majority of the park's archaeological collections are located at WACC).

As noted in the MANZ Collection Condition Survey (2008), museum areas within the auditorium require some preservation-related improvements, such as:

- The installation of dataloggers in the interpreter's museum cabinet, the wall behind the banner exhibit, the Community and Barracks furniture cases, and one of the loan exhibits.
- Regular monitoring of datalogger information and retention of a file of monthly reports of temperature and RH changes, with adjustment of heating

and cooling as necessary after data analysis.

- Contact with maintenance department to take responsibility for environmental system control in exhibit spaces.
- Creation of an annual report for data collected each year.

Considering the harsh desert environment at the park, the interior of the building is kept remarkably clean, tidy, and organized. This includes the public areas that serve hundreds of visitors each day. Nonetheless, as noted in the Collection Condition Survey, the park is in need of a Museum Integrated Pest Management Plan and a Museum Preventive Maintenance Plan (Housekeeping Plan). Much of the content of the Housekeeping Plan will merely formalize the fine work already carried out each day, but standardized SOPs within the plan are nonetheless important to implement.

Mess Hall

In December, 2002 a World War II-era mess hall was moved from the Bishop Airport (45 miles north of the site) to Block 14. The building, although not original to the site, is restored as a typical U.S. Army WWII-era mess hall, to interpret the 36 block mess halls at Manzanar. The park has completed the rehabilitation of this building and installed interpretive exhibits.

According to the park's Long-Range Interpretive Plan and the Mess Hall Exhibits Design Development Plan (2009), the mess hall was equipped with reproduction items and furnishings to enable visitors to experience the size of the space and some of its original functions. Historic photographs and interpretive panels are located in the mess hall, along with replicas of the serving counter and ten wooden dining tables. The tables and benches are used for interpretive programs, school programs, or simply for visitors to use for a rest after touring the site. As the building is open to the public every day and primarily unstaffed, original collections are not exhibited there.

Barracks

In accordance with the park's General Management Plan and Long-Range Interpretive Plan, the park has reconstructed two historic barrack buildings in Block 14 (Barracks 1 and 8). The buildings are open to the public and will be historically furnished to interpret daily life in the camp. Construction was completed in 2010. The park plans for one of the barracks (Building #1) to reflect conditions in 1942, as found by the first Japanese Americans arriving at Manzanar. The 100' x 20' building will contain four sparsely furnished 25'x20' apartments.

The interior of the second barracks, Building #8, will reflect improvements made by the residents and the government by 1945. Furnishings will include reproduction curtains, dressers, linoleum flooring, plasterboard, and insulated walls and ceilings. Representative personal items such as clothing, books, and toys will be exhibited as well. As both barracks will be largely unstaffed and open every day, original collections will not be exhibited in either building, unless the park acquires suitable temporary exhibit cases that provide appropriate protection from the harsh environment and all potential security threats.

Proposed Collections Facility

As noted above, the park's sole museum facility is the exhibition area within the rehabilitated auditorium (Interpretive Center). There is no on-site museum collection storage area, research room, museum education center, curatorial workspace, oral history processing room or museum office. As a result of this lack of dedicated museum workspace, combined with the crowded staff offices, no adequate location exists at the park to conduct accessioning, cataloging, and research of museum collections.

Collections not on exhibit at the park are located in the DEVA Cow Creek Curatorial Facility (100 miles away) and at WACC in Tucson (600 miles away). These materials are largely inaccessible to park staff, researchers, the Japanese American community, and the general public. At the same time, the growth of these off-site facilities' own collections seriously impedes their ability to provide continued storage of all non-exhibited MANZ collections in perpetuity.

Finally, some Japanese Americans have expressed their desire to have the Manzanar collection be located at the park, which would allow for increased access and use for research, education, and exhibits in the park. Initial planning for a MANZ curatorial facility began in 2002, when the park developed PMIS Project Statement #88623 "Construct a Multi-Agency Curatorial Facility."

The project would construct a 3,200 SF curatorial facility in partnership with various county, state, federal, and tribal agencies in Inyo County. The facility was planned to be located in Independence, possibly at the Eastern California Museum, and would house the entire Manzanar Collection (NPS and ECM) as well as the other agencies' collections. However, this PMIS statement is not currently feasible. It is severely underfunded (both from a facility and staffing perspective) and there is no location for the facility. Locating a large interagency facility at MANZ would be incompatible with the park's historic setting and cultural landscape. The land beneath the Eastern California Museum is leased from the Los Angeles Department of Water and Power; similarly, none of the

other potential partners appears to possess a suitable location for such a facility. As a result, this project is not possible at this time.

The park is encouraged to begin planning for a MANZ integrated museum collection facility, perhaps within one or more reconstructed barracks in Block 14. The new integrated facility should include collections storage, library, oral history studio, research area, education center, and museum staff offices and work areas. In keeping with the region's museum plan, the MANZ facility might include Devil's Postpile National Monument (DEPO) collections as well. In addition, the park should be consulting with the ECM about their vision for the future of the museum and the Manzanar-related materials.

Reconstruction of one or more barracks to house an integrated curatorial facility would allow for on-site access and use of the collections for research and educational purposes by staff, Japanese Americans, researchers, and students. Adequate space for all collections activities also would ensure that the necessary museum preservation, protection, and accountability work could be accomplished at the park, greatly increasing research, educational, and exhibit access.

According to the Manzanar National Historic Site Visitor Study (2004), the public appears to be in favor of additional reconstructions as part of Block 14. As part of the project, visitor groups were asked, "If you were a manager planning for the future of Manzanar NHS, what would you propose?" Regarding facilities, 32% of respondents mentioned the importance of rebuilding/reconstructing barracks, guard towers, or other buildings. This was the most frequently mentioned response.

The park is encouraged to develop a new PMIS Project Statement to prepare a Museum Collection Storage Plan. The plan should include not only current and anticipated storage needs, but also space requirements for the library, oral history studio, research area, education center, and museum staff offices and work areas. The storage plan would be incorporated into a Block 14 Master Plan, which should be developed as a PMIS Project Statement as well. The approval of the regional director and concurrence by the California state historic preservation officer would be required for additional reconstructions, beyond the two barracks, latrines, laundry room, and ironing room currently planned. It is unclear if the General Management Plan would require updating, as the document notes that "One or more barracks would be placed in a demonstration block..."

Finally, adequate staffing for the facility must be programmed for and implemented as well. The park is encouraged to develop an OFS Request to fund

a full-time GS-1015-7/9 Museum Curator position. This individual would work solely on museum recordkeeping, preventive conservation and housekeeping, outreach, and providing for enhanced access and use of collections by Japanese Americans, park staff, researchers, and the general public.

Museum Facility Management

The management of the museum program at Manzanar National Historic Site has fallen under the Division of Interpretation. However, the new cultural resource manager will assume oversight responsibility for the museum collection. On-site responsibility for program management is delegated to a permanent subject-to-furlough GS-025-09 Park Ranger (Interpretation). In addition to his duties as park museum liaison, the incumbent's core duties are visitor services, not museum-related. The park's curator-of-record is the museum curator at DEVA (Cow Creek).

Throughout the incumbent's tenure at the park, an impressive amount of work has been accomplished. But to ensure the continued growth and success of the park's museum program, the amount of time devoted to museum management activities on-site at the park must be increased. Such duties include:

- Implement and carry out daily, weekly, monthly, quarterly, and annual museum housekeeping duties.
- Conduct weekly environmental monitoring of temperature and humidity levels in all museum areas.
- Institute and carry out weekly Integrated Pest Monitoring (IPM) in all museum areas.
- Implement a quarterly light (visible and UV) monitoring program for all museum areas.
- Accession, catalog, research, photograph, and otherwise document museum collections.
- Respond to researcher requests (in-park and outside researchers) and assist and supervise researchers accessing collections.
- Carry out the various annual museum reporting requirements: Annual Inventory of Museum Property, Museum Checklist, Collections Management Report, and the Annual Catalog Card Submittal.
- Prepare accession, loan, and deaccession paperwork.
- Research, develop, install, and maintain temporary museum exhibits.

In the intermediate term, the park is encouraged to develop an OFS Request to fund a full-time GS-1015-7/9 Museum Curator position. This individual would work solely on museum recordkeeping, preventive conservation and housekeeping, outreach, and providing for enhanced access and use of collections by Japanese Americans, park staff, researchers, and the general public.

A museum workload analysis should be performed in order to determine the complete workload for the management of the museum program. This analysis should be completed by the collateral-duty curator. The analysis should be broken down by the following areas:

- Core work elements that are basic requirements and responsibilities for managing the museum program
- Current hours and full-time equivalent positions (currently being expended)
- Additional hours and full-time equivalent needed to meet all basic requirements
- Needed support costs to administer the museum program beyond salary requirements. Funds would cover contracting for specialized services, transportation, supplies, and material.

Appendix A includes a suggested workload analysis spreadsheet that has been used for museum planning at other parks. Data in the spreadsheet should be used to support development of the core operations for the park and inform the budget cost projections for the park. It also provides the foundation for developing other museum planning initiatives.

For additional information concerning staffing, see Issue B: Planning, Programming, and Staffing.

Recommendations

Short-term Recommendations

- Purchase a dedicated laptop computer for the museum program.
- Work with the DEVA curator to install the dataloggers in the auditorium exhibit area and begin an environmental monitoring program, including data analysis and seasonal and annual reporting.
- Work with the building's HVAC contractor and park facility management staff to begin using the auditorium's HVAC system monitoring system to ensure proper operation, energy efficiency, and maintenance of an appropriate museum environment.

- Request the services of the regional office to assist with space planning for the park.
- Work with the regional structural fire management officer to schedule and conduct a Fire Protection Condition Assessment (FPCA). The FPCA should include the auditorium and mess hall at MANZ, as well as the buildings at the partner Eastern California Museum. Develop additional PMIS Project Statements for the following planning initiatives and projects related to museum facilities:
 - Prepare and Implement a Museum Collection Storage Plan
 - Prepare and implement a Museum Integrated Pest Management Plan
 - Develop a Museum Preventive Maintenance Plan (Museum Housekeeping Plan)

Intermediate Recommendations

- Begin planning for a MANZ integrated museum collection facility, perhaps within one or more reconstructed barracks in Block 14. Planning should be done in conjunction with the ECM and DEPO to discern what is feasible. The new integrated facility should include collections storage, library, oral history studio, research area, education center, and museum staff offices and work areas.
- Develop an OFS Request to fund a full-time GS-1015-7/9 Museum Curator position. This individual would work solely on museum recordkeeping, preventive conservation and housekeeping, outreach, and providing for enhanced access and use of collections by Japanese Americans, park staff, researchers, and the general public.
- Work with the California State Historic Preservation Office to obtain its concurrence to reconstruct additional barracks in Block 14. One or more of these buildings would house the park's new integrated curatorial facility; additional reconstructed barracks might be used for other educational uses, staff offices, VIP or intern quarters, or simply as empty buildings to replicate the exterior views of a reconstructed block.
- Acquire the approval of the regional director to reconstruct additional barracks in Block 14.

Long-term/Ongoing Recommendations

- Continue working with the Eastern California Museum and other park partners on mutually-advantageous projects related to facilities and preservation of collections. For example, the Manzanar murals at ECM might

be exhibited at the park following conservation treatment and/or stored at the park by a loan agreement. ECM collections not presently on exhibit might be exhibited at the park on a temporary basis, either in the auditorium (stage or other location) or in a temporary exhibit case/s within one of the reconstructed barracks.

- Work with partners to develop a traveling museum exhibit that could also serve as a development tool to raise additional funds for museum preservation and facility enhancements (including assistance with the proposed integrated collections facility). The traveling exhibit could tour throughout the nation, raising even greater awareness about the history of internment, its relevance to today, and allowing for additional participation in the park's growth and enhancements by the general public.

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Good museum management planning requires an understanding of the library, archives, and museum collection resources as they currently exist, background on how and why these resources were developed, and information on what is required to preserve the resources and make them available for use. To be effective, planners must first review park-specific documentation such as reports, checklists, and plans, then make recommendations based on professional theory and techniques that are documented in the professional literature.

This bibliography lists the park-specific materials used in developing the Manzanar National Historic Site Museum Management Plan. The Park Reference List gives park-specific documentation the team used to understand the resources' current status. The Suggested Reading List includes recommended readings that will give park staff a better understanding of the physical and intellectual nature of these unique resources, and will enable them to apply professionally accepted techniques and standards for preservation and use.

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Suggested Reading List

The skills and craft necessary to perform adequate curatorial work have expanded exponentially over the past three decades. Fortunately, the literature in the field has also expanded to meet program needs. The current NPS publications, *NPS Museum Handbook*, the *Conserve O Gram* series, and *Tools of the Trade* all provide basic guidelines. They inform the reader how to perform certain tasks such as accessioning and cataloging, but do not teach the novice when and/or why these tasks should be done. The publications are mainly intended for an audience with solid knowledge of and practical experience in the field.

The reference list represents some of the best theory and practice in the fields of collections management, exhibits and programs, and archival management available today within the professional community. The Museum Management Planning Team does not suggest that the park purchase a copy of each suggested reference, but it is possible to acquire copies of these volumes on inter-library loan.

The Team encourages park managers and supervisors to consider familiarity with the recognized literature in the field when evaluating prospective employees or as an indication of continued professional growth when doing performance evaluations. Familiarity with the current literature should be a determining factor for employment at the GS-1015-11 level and above, and should serve as an indication of job interest and commitment to professionalism when overall work standards are evaluated.

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Appendix A— Suggested Workload Analysis

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. \$
<i>Acquisition of Collections</i>					
Plan strategy for acquisition					
Identify sources of collections					
Survey for inclusion in park collections					
Appraisal and evaluation of proposed acquisitions					
Manage acquisition committee					
Manage park records					
Acquire rights and permission					
<i>Subtotal</i>					
<i>Documentation of collections</i>					
Accession new acquisitions within two weeks					
Process archival collections including completion of ICMS catalog records					
Catalog museum objects					
Catalog library materials					
Photograph museum collections					

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. \$
Maintain museum documentation					
Manage databases/knowledge systems					
Maintain documentation of treatment, use, etc.					
Maintain NAGPRA information					
<i>Subtotal</i>					
<i>Preservation and protection of collections</i>					
Maintain facility					
Provide for physical and operation security					
Ensure fire protection					
Monitor environment					
Monitor pests					
Ensure disaster preparedness					
Conduct housekeeping					
Ensure proper storage, including organization, equipment, and housing					
Conduct conservation program by assessing collection condition					
Treat items in need					
<i>Subtotal</i>					

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. \$
<i>Access and Use of Collections</i>					
Provide for public and park access including reference services					
Develop and maintain exhibits					
Participate in curriculum- based education programs					
Conduct public programs					
Produce publications					
Conduct research and obtain legal rights and permissions					
Loan collections for appropriate use by other institutions					
Develop and maintain internet/intranet access and website(s)					
Participate in NPS planning and compliance					
Conduct research					
Support appropriate reproduction of collections					
<i>Subtotal</i>					
<i>Program administration and management</i>					
Maintain up-to-date Scope of Collection Statement					
Complete annual reporting: Collection Management Report; Annual Inventory; ICMS Database					

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. \$
Manage annual budget					
Provide for future programming: PMIS and OFS					
Supervise paid and unpaid staff					
Develop and maintain up-to-date museum plans and policies					
Manage contracts					
Maintain information technology/management					
Provide administrative support					
Participate in park management and administrative issues					
<i>Subtotal</i>					
<i>Total</i>					

Appendix B— Project Management Information System Current Statements

PMIS #	Project Title	Request Amount	Funding Source	Comments
52861	Excavate, Document, Stabilize Historic Features In Accordance With CLR Recommendations	\$116,320.00	Vanishing Treasures Projects	No status or completion reports for either component funded in 2007 and 2008
88622	Evaluate Historic Barracks for Baseline Information/Possible Relocation to Manzanar NHS per GMP	\$33,099.80		Change to CRPP Base
88623	Construct a Multi-Agency Curatorial Facility	\$679,275.00	Line Item Construction	Revise to fund a solely MANZ integrated museum collection facility within one or more reconstructed barracks in Block .14. A Class C cost estimate for the facility should be developed as part of the Museum Collection Storage Plan
104653	Preserve, Conserve and Exhibit Park Collections	\$25,100.00	Museum Collections Preservation and Protection	Component A has been completed.
112158	Write Cultural Resource Management Plan for Manzanar NHS	\$30,000.00	CRPP Base	

112573	Catalog Archeological Specimens from Three Projects at Manzanar NHS	\$8,700.00	CRPP Base - MCBC	Under estimated; change to BACCAT
113379	Research, Write and Produce a Comprehensive Administrative History of Manzanar NHS	\$64,750.00	CRPP Base	Needs extensive revision per Issue C and discussion with David Louter
113639	VIP PWR SPF Establish College Internship Program at Manzanar National Historic Site	\$27,000.00	Volunteer in the Parks	Expand to include museum interns
126067	Develop New Interpretive Exhibits for Reconstructed Mess Hall	\$124,000.00	None identified	Ensure that museum concerns are addressed; perhaps include development of a conservation case to display original objects from the museum collection.
132733	Collect, Transcribe & Preserve World War II Internment Oral Histories for Interpretation & Research	\$425,850.00	Recreation Fee 20%	Underway
150215	Continue to Preserve Manzanar World War II Internment Oral Histories for Interpretation & Research	\$527,280.00	Recreation Fee 20%	
152636	Reconstruct Two Historic Internee Barrack Buildings	\$914,300.00	Line Item Construction	Ensure that museum concerns are addressed per the HFR.
157768	Photograph Museum Object Collection	\$10,000.00	ONPS-Cultural	
157761	Write Museum Integrated Pest Management Plan	\$10,000.00	ONPS-Cultural	

157756	Write Preventive Museum Maintenance Plan for Manzanar NHS	\$10,000.00	ONPS-Cultural	
132679	Complete Planning for Museum Collection	\$15,000.00	ONPS-Cultural	
157764	Write Collection Storage Plan	\$15,000.00	ONPS-Cultural	

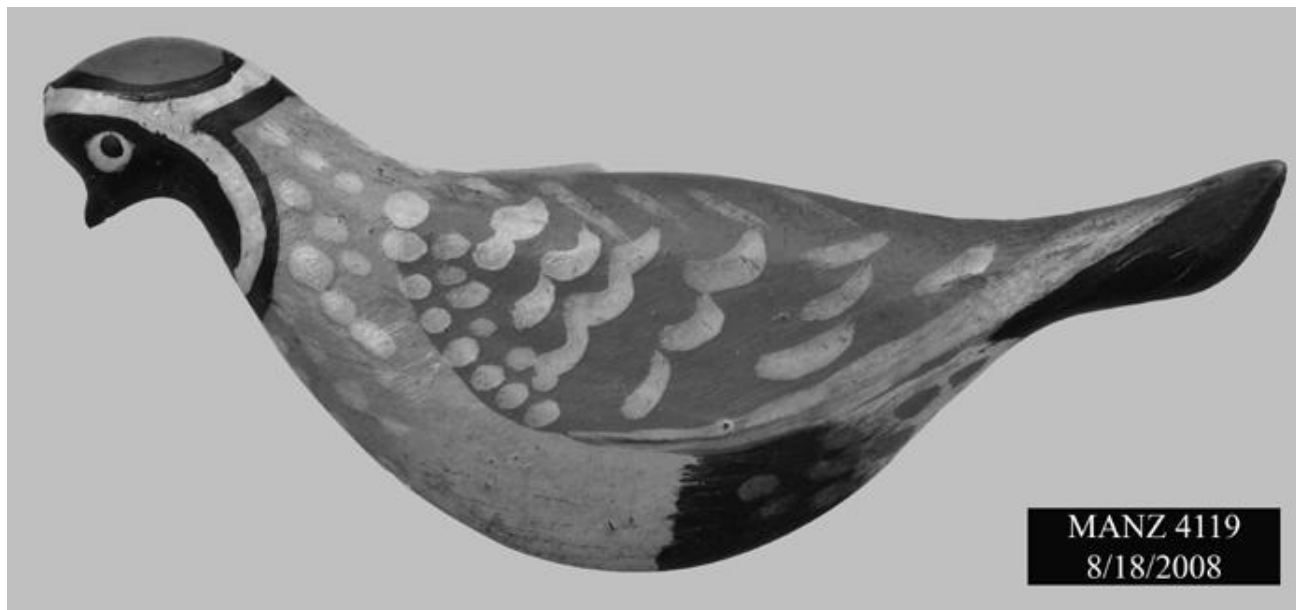


Figure 9 This quail bird brooch belonged to Nawa Munemori. Her son, Sadao Munemori, was killed in action in Italy while his mother was confined at Manzanar.

Appendix C— Suggested New PMIS Statements

Project Statement Title	Estimated Cost	Fund Source
Conservation Treatment of Manzanar Paintings	\$100,000	CM
Conservation of Furniture	\$20,000	CM
Conservation of Paper	\$20,000	CM
Conservation of Textiles	\$15,000	CM
Conservation of Objects on Exhibit (phased over four years at \$20,000 per years)	\$80,000	CM
Catalog Uncataloged Museum Objects (Archeology)	\$40,000	ONPS-Cultural
Catalog Uncataloged Museum Objects (Archives)	\$40,000	ONPS-Cultural
Establish a natural history collection to document the historic and cultural vegetation of the park: Component A: pull together existing material, catalog, and place in museum collection including field notes and associated materials to document the site	\$20,000	ONPS-Cultural /ONPS-Natural
Establish a natural history collection to document the historic and cultural vegetation of the park: Component B: Determine the types of specimens needed to document the historical period and collect and catalog specimens and place in museum collection.	\$30,000	ONPS-Cultural / ONPS-Natural
Establish a natural history collection to document the historic and cultural vegetation of the park: Component C: Determine the types of specimens needed to document the WRC period and collect and catalog specimens. Samples of the work the arborist is doing should be collected along with documentation to support work, catalog and place in museum collection.	\$60,000	ONPS-Cultural / ONPS-Natural



Figure 10 Children's toys are on exhibit in the Interpretive Center.

Appendix D— Yosemite Oral History Project



Yosemite National Park
PO Box 700-W
5083 Foresta Road
El Portal, CA 95318
209-379-1282

Agreement

In consideration of the recording and preservation of my oral history memoir by the National Park Service, I _____ the narrator, and I _____, the interviewer, hereby grant, relinquish, and transfer, to the National Park Service, all rights to the interview recorded for historical and scholarly purposes on _____, including:

1. All legal title and property rights for said oral history recording and transcription.
2. All rights, title, and interest in copyrights in said interview, and more particularly, the exclusive rights of reproduction, distribution, public display, and other use.

Furthermore, we understand that the National Park Service shall have no obligation to use the interview and may dispose of the recording as deemed appropriate by the agency.

Signature of Narrator: _____

Date: _____

Name: _____

Address: _____

Phone number: _____

—
Signature of Interviewer: _____

Date: _____

Name: _____

Address: _____

Appendix E— Temporary Receipt for Museum Property



United States Department of the Interior

NATIONAL PARK SERVICE

Pacific West Region

909 First Avenue

Seattle, Washington 98104

IN REPLY REFER TO:

Temporary Receipt for Museum Property (make copy for donor)

Received from (Signature)

Date

Name and Title (Printed) Mr__ Mrs__ Ms__ Dr__ Other__

Address

City/State

Zip Code

Telephone Number:

Day

Evening

E-mail Address (Optional)

The items listed below are deposited in consideration for:

Gift__ Loan__ Purchase__ Exchange__ Transfer__

Description, identification, and condition of the collection. Attach Inventory of Accession, if necessary.

Is copyright transferred as well as physical ownership? Yes

History of the object and relation to park themes as outlined in the Scope of Collection Statement, i.e., why collect this/these items. Attach additional sheet(s), if necessary.

Received for the National Park Service by:

Signature

Name (Printed)

Title

Unit

Telephone Number

Date

CONDITIONS

Care and Preservation

1. The National Park Service (NPS) will give to objects deposited provisionally the same care as it does comparable property of its own. It is understood by the owner and the NPS that all tangible objects are subject to gradual inherent deterioration for which neither party is responsible.
2. Evidence of damage at the time of receipt or while in NPS custody will be reported as soon as practicable to the owner.
3. No alteration, restoration, or repair will be undertaken by the NPS without the written authorization of the owner until after materials have been permanently ceded to the NPS.
4. The owner certifies that the objects lent are in such condition as to withstand ordinary strains of packing, handling, and transportation.

Transportation and Packing

1. Costs of transportation and packing will be borne by the owner. Both parties must agree upon the method of shipment.
2. The owner will ensure that said objects are adequately and securely packed for the type of shipment agreed upon, including any special instructions for unpacking and repacking. Objects will be returned packed in the same or similar materials as received, unless otherwise authorized by the owner.
3. Customs regulations will be adhered to if shipments are international.

Insurance

1. Unless objects are covered by a specific insurance policy, NPS liability for loss or damages will be subject to recovery under the Federal Tort Claims Act (28 USC 2671-2680, as amended), if loss or damage occurs while in the custody of the NPS and the loss can be proved to be caused by negligence or wrongful act by the Federal Government.
2. If the owner elects to maintain his own insurance coverage, NPS must be supplied with a certificate of insurance naming National Park Service and the United States Government as additional ensured or waiving rights of subrogation. NPS shall not be responsible for any error or deficiency in information furnished to the owner's insurer or for any lapses in coverage.
3. In the case of long term loans, the owner is responsible for annually updating insurance valuations.
4. The amount payable under an insurance policy is the sole recovery available to the owner in the event of loss or damage.

Photography

1. Unless otherwise notified in writing, the objects deposited may be photographed by the NPS it's for records, as well as for educational, catalog, and publicity purposes. It is understood that objects on exhibit may be photographed by the general public. "Photography" also includes videotaping and photocopying.

2. It is understood that this permission to photograph refers to plans, manuscript, and photographic material as well as three-dimensional objects, and includes all items loaned unless otherwise specified. If copyright is not transferred, the park reserves the right to provide copies of such photographs and photocopies to researchers for study purposes, with the understanding that they will not be further reproduced.

By signing this receipt the owner certified that s/he is the legal owner or authorized agent of the legal owner of the described property. It is incumbent upon the owner to notify the NPS in writing of any change of address. In the case of change of legal ownership during the period of the loan (i.e., prior to signing of the Deed of Gift), the new owner is required to establish his legal right by proof satisfactory to the NPS.

Appendix F— Project Checklists

NEPA COMPLIANCE PROJECT CHECKLIST FOR MAINTENANCE AND CONSTRUCTION

Project Title: _____

Project Number: _____ PMIS Number: _____

Contractor/Implementation Supervisor: _____

Company/Agency: _____

Project Start and Completion Dates: _____

PROJECT MANAGEMENT

CURRENT WORK

- ☐ Correspondence
- ☐ Meeting Notes
- ☐ Schedules
- ☐ Budgets & Cost Estimates
- ☐ Task Orders & Consultant Contracts
- ☐ Compliance & Approvals
- ☐ Documentation & Photographs
- ☐ Other

EXISTING INFORMATION

- ☐ Planning Documents
- ☐ Historical Research Comments
- ☐ Infrastructure Info/Evaluations
- ☐ Site Info/Evaluations Comments
- ☐ Building Info/Evaluations
- ☐ Market Research & Financial Analysis
- ☐ Agreements & Lease Documents
- ☐ Other

RESEARCH & WRITING

- ☐ Research Materials
- ☐ Graphics
- ☐ Preliminary Drafts & Comments
- ☐ Final Draft & Comments
- ☐ Other

PLANNING

- ☐ Other

C.O.R. FILES

- ☐ Established by COR on project-by-project basis

- ☐ Scoping
- ☐ Data Collection
- ☐ Public Review & Comments
- ☐ Draft Plan
- ☐ Final Plan/Staff Report/FONSI
- ☐ Alternatives Form/Design Review
- ☐ Other

DESIGN

- ☐ Design Development & Review
- ☐ Schematic Design & Review Comments
- ☐ Construction Docs & Review
- ☐ Materials Research (break out if needed)
- ☐ Outline Specifications
- ☐ Specifications (break out by CSI format)
- ☐ Other

BIDDING & CONSTRUCTION

- ☐ Bids & Revised Cost Estimates
- ☐ Submittals (break out by CSI format)
- ☐ Inspection Records, Photos & Reports
- ☐ Change Orders
- ☐ Operating Manuals, Warranties
- ☐ Construction Close-out
- ☐ Post Occupancy Inspections

Date Received in RPPS/Compliance: _____

Initials: _____

NEPA COMPLIANCE PROJECT CHECKLIST FOR INTERPRETATION EXHIBITS AND PLANS

Project Title: _____

Project Number: _____

PMIS Number: _____

Contractor/Implementation Supervisor: _____

Company/Agency: _____

Project Start and Completion Dates: _____

Return copy of completed checklist upon completion/close-out of project.

PROJECT MANAGEMENT

- ☐ Correspondence (including email)
- ☐ Meeting Notes
- ☐ Schedules
- ☐ Construction Docs & Review Comments
- ☐ Task Orders & Consultant Contracts
- ☐ Documentation & Photographs
- ☐ Other

EXISTING INFORMATION

- ☐ Planning Documents
- ☐ Historical Research
- ☐ Infrastructure Info/Evaluations
- ☐ Site Info/Evaluations
- ☐ Building Info/Evaluations
- ☐ Other

RESEARCH & WRITING

- ☐ Research Materials
- ☐ Graphics
- ☐ Preliminary Drafts & Comments
- ☐ Final Draft & Comments
- ☐ Other

DESIGN

- ☐ Schematic Design & Review Comments
- ☐ Design Development & Review Comments
- ☐ Budgets & Cost Estimates
- ☐ Materials Research (break out if needed)
- ☐ Outline Specifications
- ☐ Specifications (break out by CSI format)
- ☐ Alternatives Form/Design Review
- ☐ Other

BIDDING & CONSTRUCTION

- ☐ Bids & Revised Cost Estimates
- ☐ Submittals
- ☐ Inspection Records, Photos & Reports
- ☐ Change Orders
- ☐ Construction Close-out
- ☐ Other

OBJECT CONSERVATION

- ☐ Correspondence (including email)
- ☐ Treatment Reports
- ☐ Photographs

Date Received in RPPS/Compliance: _____

Initials: _____

NEPA COMPLIANCE PROJECT CHECKLIST FOR BASIC SECTION 106 COMPLIANCE

(per DO-28, Cultural Resources Management Guideline, Chapter 5, p. 60 and Appendix P, p. 307)

Project Title: _____

Project Number: _____

PMIS Number: _____

Contractor/Principal Investigator/Implementation Supervisor: _____

University/Company/Agency: _____

Project Start and Completion Dates: _____

Return copy of completed checklist and all paper and electronic documentation regarding decision upon compilation/close-out of project.

- ☐ Documentation of no-effect findings
- ☐ All evidence of consultation with SHPOs must be retained. Include hard copies of all electronic correspondence.
- ☐ "Assessment of Effect" forms
- ☐ Other 106 documentation
- ☐ Correspondence
- ☐ Plans
- ☐ Photographic images

Date Received in RPPS/Compliance: _____

Initials: _____

NEPA COMPLIANCE PROJECT CHECKLIST FOR ARCHEOLOGY

(per DO-28, Cultural Resources Management Guideline, Chapter 6, p. 86)

Project Title: _____

Project Number: _____

PMIS Number: _____

Contractor/Principal Investigator: _____

University/Company/Agency: _____

Project Start and Completion Dates: _____

Return copy of completed checklist upon completion/close-out of project. Submit completed project file with Checklist Sheet attached to project file. Artifacts and project documents to be curated at SEAC.

- ☐ Artifacts
- ☐ Copy of ARPA Permit (from SEAC)
- ☐ Field notes (Copies)
- ☐ Catalog records (to NPS standards – if over 1 cu.ft. of artifacts recovered, otherwise cataloged at SEAC)
- ☐ Final report
- ☐ Maps
- ☐ Drawings
- ☐ Photographs, negatives, slides (Film based required for project documentation)
- ☐ Digital photographic images (For reference use copies only)
- ☐ Videotapes
- ☐ Remote sensing data
- ☐ Copies of contracts, change orders
- ☐ Copies of cooperative agreement
- ☐ Correspondence (including e-mail)
- ☐ Repository agreements
- ☐ Specialists' reports and analyses
- ☐ Reports and manuscripts
- ☐ Artifact inventories
- ☐ Field specimen logs
- ☐ Analytical study data
- ☐ Computer documentation and data
- ☐ Conservation treatment records
- ☐ Reports on all scientific samples lost through destructive analysis

Date Received in RPPS/Compliance: _____

Initials: _____

NEPA COMPLIANCE PROJECT CHECKLIST FOR LANDSCAPES / CULTURAL LANDSCAPES

(per DO-28, Cultural Resources Management Guideline, Chapter 7, p. 111)

Project Title: _____

Project Number: _____

PMIS Number: _____

Contractor/Principal Investigator/Implementation Supervisor: _____

University/Company/Agency: _____

Project Start and Completion Dates: _____

Return copy of completed checklist upon completion/close-out of project.

- ☐ All associated records
- ☐ Maps
- ☐ Plans
- ☐ Sketches
- ☐ Field notes
- ☐ Photographs, negatives, slides (Film based required for project documentation)
- ☐ Digital photographic images (For reference use copies only)
- ☐ Videotapes
- ☐ Soil or pollen analyses
- ☐ Construction files
- ☐ Copies of contracts, change orders
- ☐ Copies of cooperative agreement
- ☐ Correspondence (including e-mail)
- ☐ Cultural Landscape Report
- ☐ Other reports
- ☐ Publications
- ☐ Record of Treatment (copy; including all specifications, plans, work procedures)

Date Received in RPPS/Compliance: _____

Initials: _____

NEPA COMPLIANCE PROJECT CHECKLIST FOR HISTORIC STRUCTURES

(per DO-28, Cultural Resources Management Guideline, Chapter 8, p. 136)

Project Title: _____

Project Number: _____

PMIS Number: _____

Contractor/Implementation Supervisor: _____

Company/Agency: _____

Project Start and Completion Dates: _____

Return copy of completed checklist upon completion/close-out of project. Submit completed project file, with Checklist Sheet attached, to project file. Material samples to be cataloged into park museum collection.

- ☐ Material (structure) samples
- ☐ Field notes
- ☐ Photographs, negatives, slides (Film based required for project documentation)
- ☐ Digital photographic images (For reference use copies only)
- ☐ Videotapes
- ☐ Copies of contracts, change orders
- ☐ Copies of cooperative agreement
- ☐ Correspondence (including e-mail)
- ☐ Construction Files (including all plans and specifications)
- ☐ Reports
- ☐ Publications

Date Received in RPPS/Compliance: _____

Initials: _____

NEPA COMPLIANCE PROJECT CHECKLIST FOR ETHNOGRAPHIC / ORAL HISTORY PROJECTS

(per DO-28, Cultural Resources Management Guideline, Chapter 10, p. 165)

Project Title: _____

Project Number: _____

PMIS Number: _____

Contractor/Principal Investigator/Implementation Supervisor: _____

University/Company/Agency: _____

Project Start and Completion Dates: _____

Return copy of completed checklist upon completion/close-out of project. Submit completed project file, with Checklist Sheet attached, to project file.

- ☐ (Summaries of) Field notes
- ☐ Informed Consent Release Forms
- ☐ Oral history audio tapes
- ☐ Transcripts
- ☐ Videotapes
- ☐ Photographs
- ☐ Copies of contracts, change orders
- ☐ Copies of cooperative agreement
- ☐ Correspondence (including e-mail)
- ☐ Draft report
- ☐ Final report
- ☐ Publications

Date Received in RPPS/Compliance: _____

Initials: _____

NEPA COMPLIANCE PROJECT CHECKLIST FOR NATURAL RESOURCES

(per NPS-77, Natural Resources Management Guideline, Chapter 5, p. 53)

Project Title: _____

Project Number: _____

PMIS Number: _____

Contractor/Principal Investigator/Implementation Supervisor: _____

University/Company/Agency: _____

Project Start and Completion Dates: _____

Return copy of completed checklist upon completion/close-out of project. Submit completed project file, with Checklist Sheet attached to project file. All specimens to be cataloged into museum collection, but may be deposited in non-NPS repository.

- ☐ Field notes (NPS staff – originals; contractors – copies)
- ☐ NPS Collection Permit
- ☐ Catalog records
- ☐ Daily journals
- ☐ Maps
- ☐ Drawings
- ☐ Photographs, negatives, slides (Film based required for project documentation)
- ☐ Digital photographic images (For reference use copies only)
- ☐ Videotapes
- ☐ Raw data sheets
- ☐ Remote sensing data
- ☐ Copies of contracts, change orders
- ☐ Copies of cooperative agreement
- ☐ Correspondence
- ☐ Repository agreements
- ☐ Specialists' reports and analyses
- ☐ Reports and manuscripts
- ☐ Collection inventories
- ☐ Field catalogs
- ☐ Analytical study data
- ☐ Sound recordings
- ☐ Computer documentation and data
- ☐ Tabulations and lists
- ☐ Specimen preparation records
- ☐ Conservation treatment records
- ☐ Reports on all scientific samples lost through destructive analysis

Date Received in RPPS/Compliance: _____

Initials: _____

NEPA COMPLIANCE DOCUMENT CHECKLIST FOR RP & PS PROJECT FILE

(per DO-12, Conservation Planning and Environmental Impact Analysis Handbook, Chapter 2-12,
Administrative Record)

Project Title: _____

Project Number: _____

PMIS Number: _____

Parkway District: _____ **Parkway Section:** _____ **Mile Post:** _____

Project Start and Completion Dates: _____

- ☐ Meeting notes regarding content, issues, alternatives, etc., of EA/EIS
- ☐ Minutes of meetings of public involvement
- ☐ Letters of public involvement
- ☐ Telephone call notes of public involvement
- ☐ EA for review
- ☐ EIS for review
- ☐ Approval letter to implementing division
- ☐ Copy of contract
- ☐ Copy of cooperative agreement
- ☐ Specifications
- ☐ Plans, maps
- ☐ Close-outs
- ☐ Copy of ARPA Permit
- ☐ Copy of finding of no effect from SHPO

Date Received in RPPS/Compliance: _____

Initials: _____

MANDATED RETAINED RECORDS FOR DSC PROJECTS

Park:_____ **Package Number:**_____

Project Type Information:_____

Sensitive Data Present (indicate report):_____

Contract Number:_____

Project Information Files

- ☐ Correspondence that documents decisions
- ☐ project agreements
- ☐ discussions about design changes
- ☐ meeting notes
- ☐ specifications
- ☐ cost estimates
- ☐ compliance information
- ☐ draft documents and drawings
- ☐ review process information including transmittals

Any of these documents with original signatures are the record copies. DSC/NPS is required by law to keep the record copies organized and retrievable per FOIA law 5 USC 552 and 44 USC 3301.

Contract Files

- ☐ Submittals
- ☐ samples of materials used in projects
- ☐ contracts
- ☐ specifications
- ☐ contract amendments and modifications with original signatures
- ☐ justifications for contract changes
- ☐ (contract payrolls)
- ☐ contract field files
- ☐ construction dailies
- ☐ task orders
- ☐ construction correspondence
- ☐ documentation for contract disputes

NPS technical reports

- ☐ hazardous material reports
- ☐ findings of no significant impact
- ☐ O&M manuals
- ☐ value analysis reports
- ☐ post occupancy evaluations
- ☐ public involvement documents
- ☐ concessions management plans
- ☐ general management plans
- ☐ historic structure evaluations
- ☐ new area studies
- ☐ resource management reports
- ☐ special studies
- ☐ environmental assessments, etc.

Drawings

- ☐ review copies
- ☐ bid sets
- ☐ amendments
- ☐ negotiated modifications
- ☐ as-constructed drawings (“as-builts”)

Information in the project files that is protected by FOIA from release to the public, e.g. the names of sub-contractors, cost estimates prior to the contract award, cost figures after the contract is awarded, social security numbers, some compliance information including some hazmat information, location of sensitive archaeological sites, etc.

Appendix G— Guidelines for Transferring Archeological Collections to the Museum

1. Replace all field tags with computer-generated tags. If the plastic artifact bags are dirty or torn, replace those as well.
2. Carefully pack the artifacts so that heavy groundstone does not damage more fragile obsidian or bone materials. With exceptions of this nature, pack all materials in order of catalog number.
3. Use new, clean, and sturdy boxes.
4. Label the outside of each box with the box # (1 of 1, 1 of 2...etc.), project number, site number, accession number, and catalog numbers. If the list is too long, type the detailed information on a piece of paper and place in box.
5. The following must be included within the archived paperwork. The upper right hand corner of each page or document should be stamped with the page number, and a container list, describing the paper by page number, must be compiled.
 - Field Notes: daily logs; site forms and maps; auger logs; level records; feature forms; field maps; photo logs
 - Photologs and photographs (duplicate photos or contact sheet, negatives remain at YRC; for digital images, print a set in black/white and also submit a CD with the image files)
 - Lab Notes: field specimen sheets; miscellaneous collection notes
 - Report Notes: analysis sheets (e.g., debitage); notations; photocopied references
 - Correspondence: Research design cover letter; research design review comments; field work summary cover letter; letters to contractors (e.g., xrf, oh, faunal, floral, etc.); letters from contractors with copies of analysis reports (originals remain at YRC); cover letter for draft report; draft report review comments; cover letter for report distribution.
 - Reports: copy of draft report; copy of final, published, bound report; research design; fieldwork summary
 - Any documentation explaining codes, abbreviations, etc. used for cataloging.

- Consulting firms must include copies of the project manual, monthly reports, preliminary evaluation reports, budget proposals, contract modifications, and any correspondence between the NPS and the contractor.
6. Type a memo to the Museum Registrar detailing the transfer, and file a copy in the appropriate binder in the Archeology Office. The memo should include the following:
 - a brief description of the project, i.e., project number, location, and the nature of the work completed;
 - a container list of the archived paperwork (a description of the paper by page number);
 - a master list of what is contained within each box, i.e., box #, project number, site number, accession number, and catalog numbers;
 - a description of any problems encountered, such as missing or damaged artifacts.
 7. Send an electronic copy of the artifact catalog spreadsheet via email to the Registrar.
 8. Fill out a property receipt form to complete the transfer. The Registrar will provide the form on acid-free paper.